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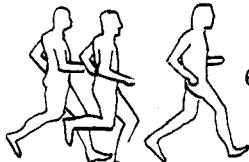
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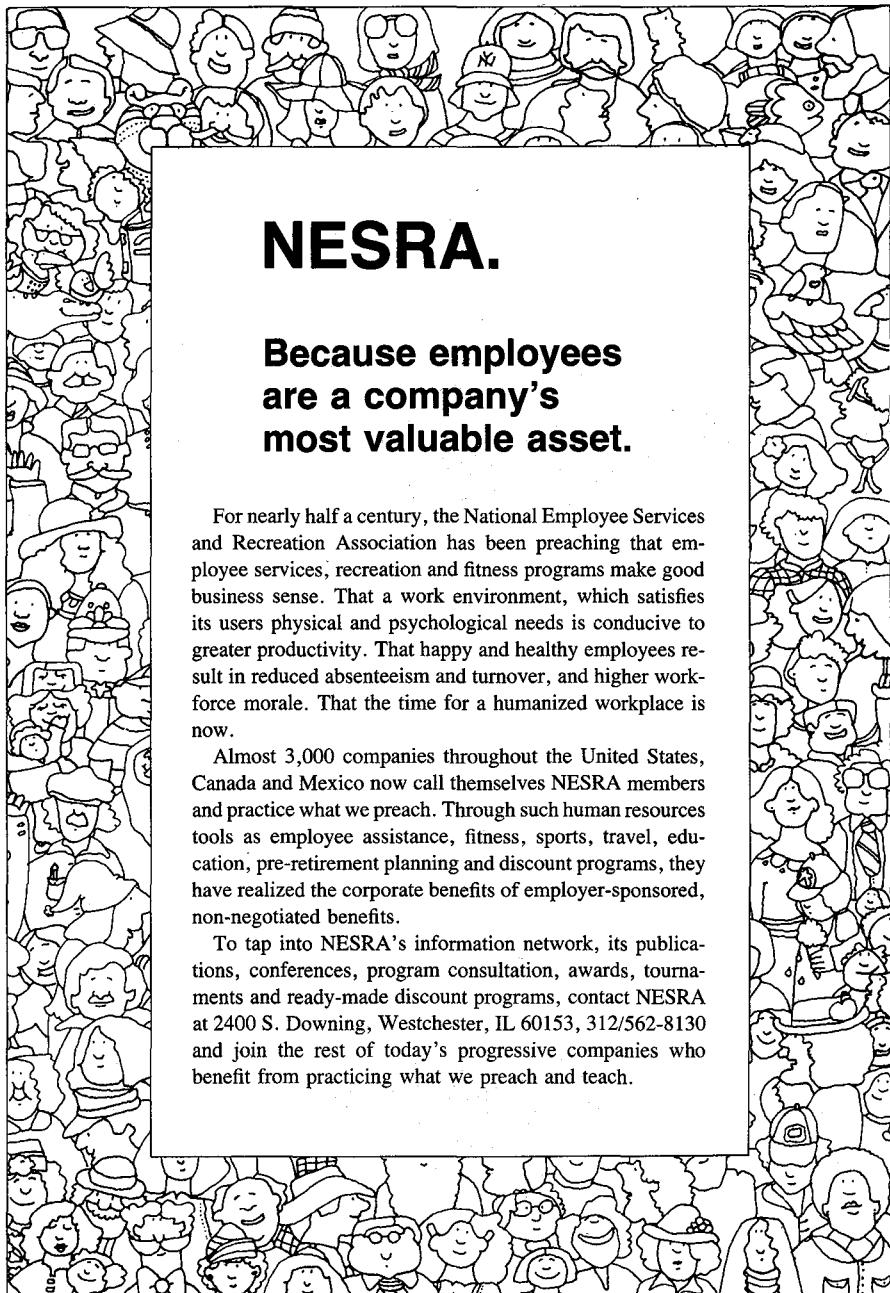
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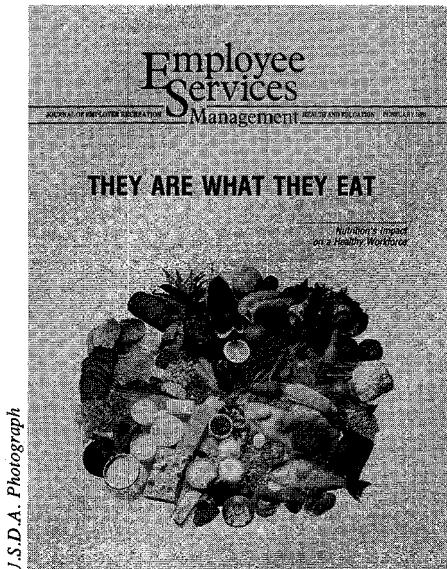
JOURNAL OF EMPLOYEE RECREATION HEALTH AND EDUCATION

Volume 27 • No. 1

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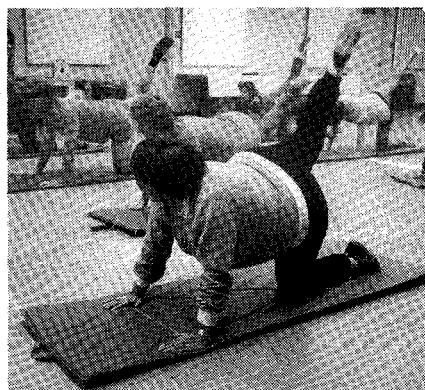
Any recipe for wellness calls for three essential ingredients: a sensible lifestyle, exercise and nutrition—all forms of preventive medicine that contribute to a quality of life.

The old wives were right on target in their tale, "You are what you eat." Today, health, fitness and medical experts alike are telling everyone to eat right. For eating habits based on sound nutrition, moderation and variety not only help maintain health, but can also improve health as well. This month's cover story, "They Are What They Eat," looks at nutrition and weight control and explores some corporate solutions to nutrition awareness at the workplace.



U.S.D.A. Photograph

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



FEBRUARY 1984

Features

FITNESS WITHOUT FACILITIES

By Bob Pindroh

Contrary to popular belief, elaborate facilities are not necessary for a successful fitness program.

SICK PAY VS. WELL PAY: AN ANALYSIS OF THE IMPACT OF REWARDING EMPLOYEES FOR BEING ON THE JOB

By Barron H. Harvey, Jerome F. Rogers and Judy A. Schultze

With the acknowledgement that absenteeism is costly to any organization, sick leave has become a high agenda item for management.

THEY ARE WHAT THEY EAT: Nutrition's Impact on a Healthy Workforce

Because a healthy diet improves the body's potential, someone besides mother—the employee services and recreation manager—should be telling employees to eat right.

BIOFEEDBACK: STRESS MANAGEMENT IN THE WORKPLACE

Biofeedback is not 1984 with individuals controlled by machines, but rather, people controlling machines in an effort to control themselves.

Columns

PROGRAM SPOTLIGHT

By Lucille Neibur

CPR training programs are saving workers' lives.

MANAGER'S MEMO

By William T. Brooks

Is time holding you hostage?

EVIDENCE

By Jack Kondrasuk, Bill Houston, Phil Johnson and Dick Berger

The present strength of corporate physical fitness programs.

FITNESS/HEALTH BULLETIN

By Kevin Okerlund

Launching the corporate health fair.

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NEWS IN BRIEF

NESRA Region V Conference Explores 'The Hidden Paycheck'

In recognition of the annual conference and exhibit of the National Employee Services and Recreation Association's northwestern region, Region V, Minnesota governor Rudy Perpich proclaimed October 9 through October 15, 1983 "Employee Recreation and Services Week."

For the conference, "The Hidden Paycheck," held on October 14 and 15, the Minneapolis Hilton Inn was transformed into an informational and educational meeting place for 105 delegates of Region V. The reason: to uncover information on the benefits of employee recreation and services, as well as share ways to improve programs.



Delegates flocked to the conference's exhibit hall.

Keynote speaker for the event was John Hillins, Manager of U.S. Compensation and Benefit Planning at Honeywell Inc. in Minneapolis. Hillins spoke about benefits planning and how employee services and recreation could be a hidden benefit valuable to companies. Hillins played key roles in Honeywell studies on productivity and management incentives and said that employee services and recreation is one benefit that should not be overlooked.

In addition to the keynote address, a variety of other topics were explored on day one of the conference: discount programs do's and don'ts, employee ticket sales, employee fitness programs, forming an employee association, and recruiting, training, and retaining volunteers.

Following Friday's educational ses-

sions, the exhibit hall opened with 35 NESRA Associate members displaying and passing out information on their programs. The rest of the evening included horseracing, followed by dinner with entertainment provided by the 3M Musicmakers.

"The Hidden Paycheck" didn't end there, however. Day two provided two

more outstanding presentations on liability and time management. The conference closed with door prize drawings.

The Region V conference attracted many first-timers who, like current members, discovered a whole new spectrum of ideas for their programs.

(continued on following page)



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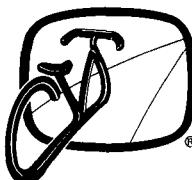
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NEWS IN BRIEF

1984 NESRA Board Meets in Ft. Lauderdale

Planning the development of continuing education programs, a national speakers' bureau, a workers' compensation model bill and revenue-producing services, the National Employee Services and Recreation Association's 1984 board of directors met at the Beach Club Hotel in Fort Lauderdale, Florida, January 25-27.

Among the board members present at the meeting were the newly-elected national officers: Leroy Hollins, president-elect and recreation program director for Martin Marietta Aerospace in Denver; Dick Brown, vice president of fitness and health and general manager of Texas Instruments' Texins Association in Dallas; Robert Cunstedt, vice president of member services and manager of recreation services for Honeywell, Inc. in Minneapolis; and Irene Heavey, vice president of membership development and manager of

employee benefits and services at Sperry Computer Systems in McLean, Virginia.

At the January meeting, NESRA board members also set strategies for the development of two ad-hoc committees, one to address the needs of volunteers in the NESRA membership and another to study the association's long range plans; a direct-mail marketing effort to increase membership; a publicity campaign to get NESRA's message in related publications; and an effective communication network between regional directors and NESRA chapters.

Business Turning to PPO Option

Businesses looking for ways to cut health care spending are turning to preferred provider organizations or PPOs for an answer. According to the Hospital Council of Southern California

(HCSC), in California alone, more than 60 PPOs are in development.

A PPO is a group of physicians and/or hospitals contracting with businesses, insurance carriers or other groups such as union trust funds to provide health care services at a predetermined or discounted rate—usually 15 to 20 percent less. Once contracts are finalized, employers can offer their employees a new health plan with reduced out-of-pocket payments in exchange for utilization of PPO-designated doctors and hospitals.

According to John Edelston, HCSC director of management and technical services, it may be difficult for a company to choose between PPOs, especially since they are just developing. "Companies have a great incentive to jump into PPO contracting," says Edelston. "But just as PPOs promise some relief from spiralling health care costs, so do they require the need for employee benefits managers to be aware of the disadvantages as well as advantages of entering into the contracting process." But just as with other health care delivery systems, certain guidelines are available. Edelston suggests the following 10 tips to choosing a PPO:

- Consider your company's size and number of employees to identify whether a PPO is right for you. One consideration is weighing the added cost of administering a PPO plan in addition to your current fee-for-service and/or health maintenance organization employee offerings.

- Choose a PPO plan with geographically convenient hospitals and physicians. If employees have to travel long distances to use a provider, you'll lose employee participation, money and time.

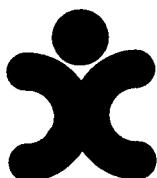
- Watch for wide area PPOs if you have facilities in more than one location. Realize that insurance carriers, as well as independently-established PPOs, are developing the necessary resources and capabilities to affiliate with other established PPOs throughout the country.

- Compare your current health benefits package's scope of medical services to those services being offered in the PPO plan.

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- Identify what coverage benefits will be offered to your employees under the contract as an incentive to participate in the PPO. And if you opt to include a PPO in your benefits package, be sure to monitor your employees' acceptance of the new program. There isn't going to be much cost savings if your employees do not choose to participate.

- Determine what built-in safeguards exist to assure long-term cost effectiveness through constant claims review by the PPO, a private sector claims reviewer, or a hospital-contracted reviewer that reports to the medical staff's utilization review committee.

In addition to the many private indemnity companies offering PPOs, hospitals, physicians and entrepreneurs are also offering PPO plans. If your company is looking into this option, the following additional points should be considered:

- Request that the PPO provide documentation of its financial viability and

ask for a list of contracted health care providers.

- Check the PPO's previous experience with claims processing, claims payment and actuarial expertise.

- Ask if the PPO has liability/malpractice insurance to cover you in the event of an adverse court judgment resulting from a policyholder's suit.

- Be aware of "suede shoe" entrepreneurial salespeople offering PPOs at low prices, but not much else. Ask for a list of references from other companies that have contracted for their services. Also ask whether the PPO is registered with a regulatory agency (e.g., Department of Insurance or Department of Corporations). Then check with the agency to assure proper licensure and determine if there are any complaints on record.

Staff Reductions Up, Job Changes Down

Reflecting the recession, more em-

ployees in the U.S. and Canada were let go because of staff reductions in 1982, while fewer employees voluntarily left their jobs to take other positions than in past years, according to a survey conducted by the Administrative Management Society.

The *AMS Office Turnover Survey*, which included 2,274 organizations employing 372,482 people, found the overall turnover rate for 1982 was 15 percent, slightly down from the 17 percent reported in the last biennial survey conducted in 1980. However, of the companies surveyed in 1982, 15 percent of their terminations were due to staff reductions, compared to four percent in the 1980 survey. Also, while the main reason most people left their jobs in both 1982 and 1980 was to take another job, in 1982, 11 percent fewer left for another job than in 1980, when the rate was 33 percent.

Looking at turnover figures on a regional basis for the U.S., the Western

(continued on following page)

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part of the country, including Colorado and westward, had the highest turnover rate in 1982, whereas the West Central region, encompassing WI, MN, IA, MO, KS, NE, SD, ND had the lowest rate, as shown on the following table.

In 1982, as in the last survey, more employees left companies employing one to 25 and the least number left large companies of over 5,000 employees.

Employees with five or fewer years of service accounted for 73 percent of the office turnover in 1982, down a few percentage points from 1980. While the turnover rate for hourly employees in 1982 was, at 18 percent, not quite dou-

ble the rate for salary employees, in the past three surveys the rate for non-exempt employees was more than double that for exempt employees.

Stage is Set for Steady U.S. Economic Growth

Moderated inflation and interest rates, improved productivity, pent-up consumer demand, and a never-ending wave of new labor-saving technology will play key roles in continued economic progress. In a new report, *U.S. Economic Outlook*, Predicasts, The Cleveland-based business information and re-

search firm, forecasts a 5 percent annual expansion in real economic growth for 1984 and, through the mid-1990's, average annual gains running at a moderate 3.5 percent.

Although economic indicators suggest that steady long-term growth can be sustained, 1984 will still witness a projected 8.3 percent unemployment rate and, as measured by the GNP deflator, a 5.1 percent inflation rate. Growth in the labor pool due to the baby boom of the 1950s, coupled with the many cost-cutting labor practices adopted during the recession, will cause an expansion in the workforce that the economy cannot readily absorb, says Predicasts.

However, demographic factors will alleviate this situation by the end of the decade, when unemployment will return to a more acceptable 5 percent. Over the same period, inflation will also accelerate and recess as aggregate savings slowly increase, lowering the cost of capital funds and credit. According to T. Kevin Swift, Predicasts' Chief Economist and Director of Research, interest rates are expected to fall from today's abnormally high 6 percent to 2.5 percent by the early 1990s.

Further short-term economic expansion will rest heavily on the spending patterns of consumers, who generate nearly two-thirds of the GNP. Today's cautiously optimistic employment picture, lower personal income taxes, and greater disposable income will boost consumer spending up 9.7 percent through 1984, from an estimated \$2.18 trillion in 1983 to \$2.39 trillion.

Durable goods will absorb a large portion of this increase, recording one of the highest gains since 1977. Stable prices will keep consumer spending on nondurables such as gas and fuel oil to a minimum, but food and service expenditures will continue to accelerate.

Over the long-term, private consumption will be influenced by more leisure time, a slowly growing, maturing population and the saturation of durable goods markets. By the mid-1990s, services (such as childcare, personal, medical and, especially, recreation) will become an increasingly important market segment as the rapid diffusion of

U.S. Employee Turnover by Region

	1982	1980
West Central	13%	18%
East	15%	16%
East Central	15%	16%
South	15%	16%
West	16%	23%

In Canada, the overall turnover rate was 14 percent in 1982 compared to 17 percent in 1980.

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Vanpool Popularity Slow but Steady

Vanpools' popularity slows at some firms but zooms at others.

Commuter vanpools, run by companies and paid for by employees, have been hurt by cheaper gasoline and layoffs, reports the *Wall Street Journal*. Allied Corporation says vanpool use there has declined since 1982. Vanpool usage at Texas Instruments has fallen 10 percent since 1980; 70 vans now serve less than 10 percent of its Houston and Dallas workers. Minnesota Mining operates 120 vanpools, down from 150 four years ago.

To aid 3M staffers with odd work hours, the company offers custom fares and special vanpool schedules. Ford Motor, Manville and other concerns say vanpooling interest continues to grow despite the gasoline glut. Union Carbide finds a vanpool program helped retain workers when it moved to Danbury, Connecticut, from New York. About 18 percent of its 3,000 Danbury employees use it.

Vanpools doubled every two years from 1973 to 1981; since then, a trade group estimates, the number has grown to 20,000 from 15,000.

Meeting the Emerging Workforce

Will companies find new business opportunities by serving the growing population of persons over 60 years of age?

Researchers at Battelle's Columbus Division believe so, and have begun to study to identify new products and services companies can offer the over-60 market. The study also will project market potential in four key areas through 1995 and determine emerging purchasing patterns by persons in that age group.

Growth in this segment will be driven by combined market and technology factors, according to Dr. Robert W. Cobb, who heads Battelle's study team.

"The number of persons 60 years of

age or older is expected to increase from 35.6 million in 1980 to 42 million in the year 2000," he says. "These individuals will have increased purchasing power because they will be healthier, more active, and more affluent than ever before. In addition, many of today's high technologies will make it possible to create new products that can

better serve this segment."

In the study, Battelle is identifying opportunities in four key areas: health and medical products and services, communication and electronic products, consumer, housing, and food products and recreation and leisure products and services.



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CONFERENCE UPDATE

Key Speakers Slated for 1984 NESRA Conference

"The most reliable way to anticipate the future is by understanding the present," says John Naisbitt, author of the best-seller, *Megatrends*. Embracing that philosophy, employee services and recreation managers will convene for

the National Employee Services and Recreation Association's 43rd Annual Conference and Exhibit, May 17-20, 1984 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado to better understand the present state of employee services and recreation, with a careful eye on the future.

At the 1984 conference, delegates will learn more about corporate fitness programs, programming space, the psychology of sports and safety in employee recreation. They will also participate in a hands-on computer training workshop, a strategy and chapter idea exchange with their peers and a program evaluation seminar.

Opening NESRA's 43rd annual event is Michael H. Annison, former vice president of the Naisbitt Group whose research was the basis for *Megatrends* and current president of the Westrend Group, a business formed for the purpose of monitoring social, economic and political change. In his conference session, "Meeting the Recreation Needs of Today's and Tomorrow's Workforce," Annison will address the present and future trends that directly affect employee services and recreation management. Specifically, he will discuss the move from an industrial-based to an information-based society, the move from centralization to decentralization, the shift from representative democracy to participatory democracy and a new emphasis on leisure to balance the constant use of mental energy at work.

Also addressing the NESRA delegation is Julian M. Whitaker, M.D., founder and director of The National Heart and Diabetes Treatment Institute, Inc. in Huntington Beach, California. Dr. Whitaker, whose medical practice specializes in diet and exercise treatment of heart disease and diabetes, will speak on nutrition and healthy lifestyles.

The low-fat diet and exercise pro-

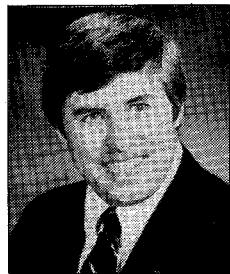
gram used by Whitaker's Institute and incorporated into the *PM Magazine Diet*, aired on national television, is an alternative to bypass surgery and has restored the health of nearly 100 of his patients. "One of the tragedies of the affluent lifestyle that we all enjoy is its sudden and irrevocable termination early in life by a fatal heart attack," Whitaker contends. "To live in the United States and continue eating eggs, meat, cheese and other high-fat, high-cholesterol foods almost insures some form of heart disease by age 65."

Craig Finney, Ph.D. is another conference speaker calling for more productive lifestyles. In his session, "The Impact of Employee Services and Recreation on Productivity," Finney will present research conducted at California State University/Northridge that supports the belief that recreation can be used as a mechanism to reduce stress within work environments, thereby increasing workers' efficiency and productivity. An assistant professor in the Department of Recreation and Leisure Studies, Finney's scientific investigation provides the employee services and recreation profession with the empirical support it needs to verify that employee recreation positively affects productivity in the workplace.

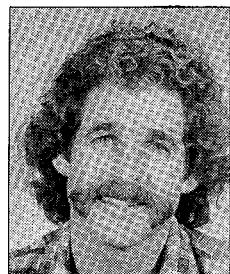
Management advice for employee services and recreation professionals and volunteers will be provided by conference speaker William T. Brooks, vice president of the Time Management Center in St. Louis, Missouri. Last year, Brooks gave the NESRA delegation a condensed course in time management in the session, "The Six P's of Professional Productivity." This year, he will focus on individual work behavior patterns and inform attendees on how to capitalize on their unique strengths and interact more effectively with others in the conference session, "Understanding Yourself to Energize Personal Performance."



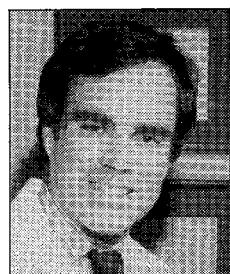
Michael H. Annison



William T. Brooks



Craig Finney, Ph.D.



Julian M. Whitaker, M.D.

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- "I OWE MY SOUL TO THE COMPANY STORE"—Randy Schools, CESRA, General Manager, Recreation and Welfare Association, National Institutes of Health, provides assistance in developing goals, objectives and procedures while appealing to today's consumer through a company store.
- "PROBLEM SOLVING STRATEGIES FOR EMPLOYEE SERVICES AND RECREATION PERSONNEL"—Linda Hartsock, Ph.D., President, Hartsock Associates, discusses how situations become problems, input overload, decision-making models and strategies for coping with on-the-job problems.
- "VOLUNTEERS—THE SUCCESS OF OUR PROGRAMS"—A panel discussion that explores how every successful employee services and recreation program relies on the use of volunteers. This session addresses ways to motivate, work with and reward the volunteer.
- "CHAPTER DEVELOPMENT: WHAT'S IN IT FOR YOU?"—Michael T. Brown, CESRA, Director of Marketing, NESRA, explains how to start a NESRA Chapter. Information is presented regarding bylaws, dues, organizational structure and benefits of chapter affiliation.
- "PERSONAL AND CORPORATE WELLNESS"—Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement consultant, aims to increase awareness on the concept of total wellness—including psychological, vocational, avocational, social, educational and spiritual health.
- "PRE-RETIREMENT PROGRAMMING—CREATING YOUR FUTURE NOW"—Stanley and Verna Hayes, Life Design Associates, present a profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, types of programs, typical costs incurred and achieving an effective program.
- "EMPLOYEE FITNESS PROGRAMS—WHERE DO I BEGIN?"—John Bickley, Director of Fitness and Physical Education, YMCA of Columbus, supplies answers to the often-asked questions: "How much will it cost?", "Where do I start?" and "How do I justify a program?"
- "PLANNING FOR A CAREER IN EMPLOYEE SERVICES AND RECREATION" (student session)—John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc., explains how a student can gain practical experience through internship programs provided by businesses and industries and explores the facts about the field of employee services and recreation.
- "HUMAN RESOURCES MANAGEMENT AND EMPLOYEE SERVICES—MEETING THE NEEDS OF TODAY'S WORKFORCE"—Ray Walsh, Consultant, Human Resources Concepts, Inc., highlights the ever-increasing importance of the role of employee services and recreation in managing today's—and tomorrow's—employees.
- "AN EMPLOYEE PROGRAM THAT MAKES A DIFFERENCE"—Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital, discusses how Employee Assistance Programs are becoming more common as employers realize the part they can play in helping employees deal with personal problems.
- "CURRENT ISSUES IN HEALTH: WELLNESS PROGRAMS IN INDUSTRY—ARE THESE PROGRAMS REALLY GOING TO MAKE IT?"—Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company, addresses issues in the implementation and management of health and wellness programs within an organization. Among the issues examined are program definitions and operations, the relationship of these programs to existing company activities and benefits—for employees as well as management.
- "SPORTS PROGRAMMING"—Jim Battersby, Executive Director, Lockheed Employee Recreation Club, provides a look at facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program.
- "COMPANY-SPONSORED DAY CARE: EASING THE MINDS OF EMPLOYED PARENTS"—Marilyn Soloman, Vice President of Marketing and Research Development, ECLC Learning Centers, Inc., explains how company-sponsored day care solves the problem of finding proper care for children of working parents.
- "THE ART OF NEGOTIATION"—Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation, discusses how administrators can gain the upper hand in negotiating business transactions through the use of strategic negotiation.
- "PUTTING HIGH-TECH INTO YOUR RECREATION PROGRAMMING"—Becky Serey, Manager, Micro-Computer Services Group, Ohio State University, gives an in-depth look at how computers can enhance the administration of a recreation program with employee surveys, tournament scheduling, item sales and financial planning.

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Fitness Without Facilities

by Bob Pindroh

In American corporations, physical fitness and wellness is becoming a way of life. The beneficial effects for both employees and the company are well-known and documented.

Within the past few years many corporations have spent millions of dollars on elaborate facilities to encourage their employees to become physically fit and healthy. While expensive facilities that include a full complement of exercise apparatus, showers, locker/changing rooms and trained staff encourage many to take an active role in maintaining good health, such a steep investment is not always necessary to provide employees a viable and productive fitness and wellness program.

For the past year, the Lockheed California Company in Burbank, California, has offered employees a well-rounded fitness and wellness program without fitness facilities. Week after week nearly 200 men and women condition in one of six fitness and wellness classes offered through the Lockheed Employees' Recreation Club. These classes, conducted in an area much smaller than most company cafeterias, are designed to meet the major components of physical fitness and educate employees in the areas of stress management, nutrition and other healthful lifestyle practices.

THE PROGRAM

The Lockheed fitness and wellness program aims to motivate employees to improve their overall physical fitness and increase their vigor and vitality for thought, work and leisure-time pursuits.

The program involves three major components. The first is a pre-fitness test designed to give participants an assessment of their physical fitness levels as well as provide them with a launching platform for improvement. Sec-

ondly, each individual progresses at their own pace through a series of mild-static stretches, aerobics and time-circuit exercises. Finally, participants receive a variety of handouts and hear discussions on fitness, nutrition, stress, and other health issues, designed to help each person become more knowledgeable about their own physical and mental well-being.

Upon enrolling in the class, each participant is given a colored t-shirt representing one of five levels of fitness: (1) novice, (2) average, (3) sporting, (4) champion and (5) for life. After the pre-fitness test, participants are encouraged to follow the natural fitness progression suitable to them. Enrollment is limited to thirty per class so greater individual attention can be provided each person.

THE CLASSES

Fitness classes are conducted after work three times a week for a period of eight weeks. At the conclusion of the eighth week, each participant is given a post-fitness test and a certificate

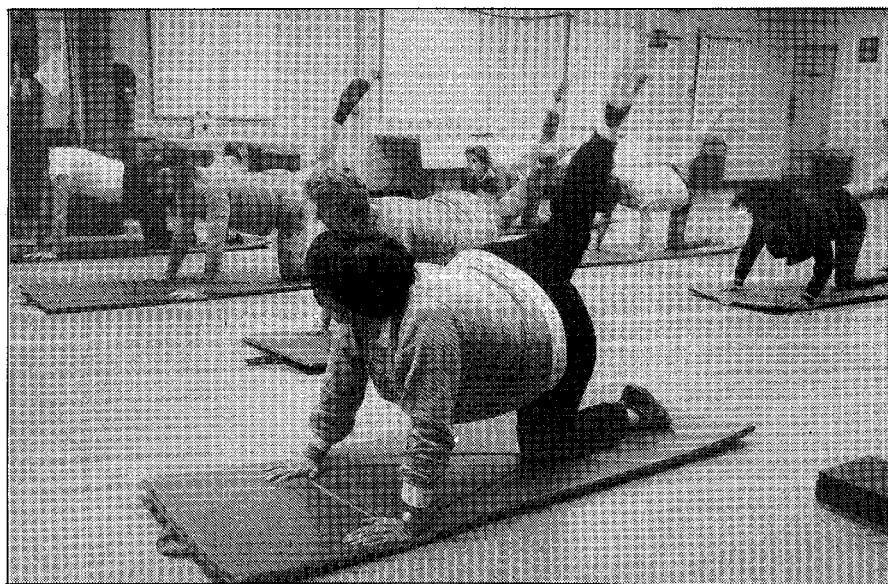
of achievement. To move up to the next fitness level, a person must improve their fitness score by 25 percent as well as attend an established minimum number of classes.

All sessions are held in a multi-purpose room. Locker rooms and showers are not available, so participants must change in company restrooms and shower at home. The lack of facilities has not dampened employee enthusiasm, however; all classes have been filled to capacity since the inception of the program.

A small fee is charged participants for their first eight week session and is gradually reduced for each session the individual re-enrolls within the year to encourage continuation in the program. This fee defrays the cost of instructors and exercise equipment.

A qualified physical fitness instructor, supported by the Lockheed medical department, leads each fitness class. These individuals not only provide instruction to participants, but continually motivate them to improve their fitness levels. They also periodically

(continued on following page)



Exercise and stretching, which do not require elaborate equipment, are an integral part of the Lockheed wellness program.

monitor each individual to insure they are putting forth maximum effort yet not exercising beyond a safe level.

Roll is taken each class and those who miss too often are given a call to determine why they are absent. The instructors do this to make sure each participant succeeds in achieving their fitness goals.

Chin-up bars, mini-trampolines, rowing machines, bicycle ergometers, bench step boxes, abdominal boards, jump ropes, hoola hoops and a back-swing are the basic pieces of equipment used for the Lockheed fitness program. The equipment is placed throughout the room and each participant spends two minutes at each station performing as many repetitions as they can. All pieces of equipment used are selected to provide for easy set-up and removal, so the room can be used for other company meetings.

THE RESULTS

Fifty percent of Lockheed's fitness program participants consistently return to each class. Because of their involvement, participants realized significant improvements in weight loss, strength, flexibility and cardiovascular conditioning.

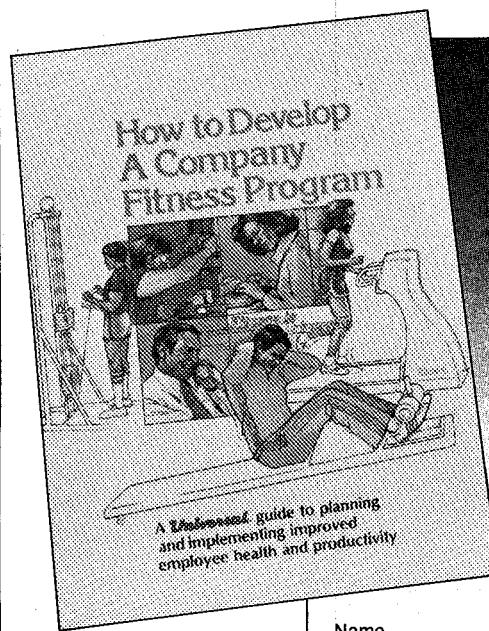
Fitness can be an important element in every company's recreation program. Contrary to popular belief, elaborate facilities with all their tinsel and chrome, are not necessary for a successful fitness and wellness program. The Lockheed Employees' Recreation Club fitness program has proven all that is needed to produce healthy employees is a little imagination, good leadership and lots of enthusiasm. 

Bob Pindroh is the assistant executive director of the Lockheed Employees' Recreation Club in Burbank, California and a Certified Employee Services and Recreation administrator.



Andrew Foston, L.E.R.C. fitness instructor, consults with employees before they embark on the company wellness program.

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Sick Pay vs. Well Pay:

An Analysis of the Impact of Rewarding Employees for Being on the Job

by Barron H. Harvey, Jerome F. Rogers and Judy A. Schultze

Variations in employee fringe benefits have begun to permeate modern human resource management in both the public and private sectors. With the acknowledgment that absenteeism is costly to any organization, sick leave has become a high agenda item in management's attempt to deal with absenteeism.

There are several studies which suggest that sick leave plans may actually increase sick leave use by employees.¹ There is empirical evidence that organizations with paid sick leave programs experience almost twice the absenteeism of organizations without a program.²

An examination of a sick pay program will reveal the following common characteristics:

(1) paid sick accrues over time (usually every pay period); (2) used when absent from work due to short term illness; (3) upon termination of employment no compensation is given for accrued sick leave.

The central mission of any paid sick leave program is to provide short term insurance to workers against loss of wages due to short-term illness. However, this well-intended "insurance program" for employees has "added costs" incurred due to sick leave abuse. Sick leave abuse is the use of paid sick leave due to non-reality illnesses—slight fatigue, personal problems, weather, personal activities and transportation problems, and results from the employee posture that paid sick leave is a right of the employee and if not used will be lost.

The costs associated with the abuse of a paid sick leave program include:

- Expenses which come from covering for the absent employee via overtime, extra work for present employees or overstaffing. It is also noted that overtime due to absenteeism can have a snowball effect and cause employees who worked

the overtime to reward themselves with a non-reality illness causing more overtime,

- when a worker is absent fringe benefit expenses continue to accrue,
- costs of maintaining and administering an absence control system,
- absenteeism (most are unscheduled with short or no notice) increases the amount of supervisory time devoted to its impact,
- possible lowering morale of workers who may resent having to do someone else's work resulting in turnover and grievances, and
- drop in productivity (effectiveness) because unexperienced personnel are performing the work of the absent worker.³

This article outlines an organization's attempt to overcome the various problems associated with paid sick leave programs and also increase employee morale. The approach, called "Well-Pay" was instituted to replace the sick pay program and its ill-effects.

HISTORY

Before outlining the program it is important to note briefly the historical development of deviations from traditional paid sick leave programs/plans. One of the first published deviations from traditional sick leave plans was called "the paid leave plan."⁴ The new concept was introduced in a hospital that had experienced alleged abuse of their sick leave program. The desire was to create a paid time-off plan that would be more responsive to the employee's wants and needs, allow flexibility for individual differences and meet the needs of the organization.⁵

A review of the organization's records reveal that some employees constantly used sick leave while others did not—an inequity. The review also in-

dicated that the paid sick leave program actually provided incentive for employees to be sick. The "paid leave plan" actually combined the average number of sick leave paid per employee, vacation leave and holidays into a total for the employee to use at his or her discretion.

The result was to take away the incentive to be sick, reward those who did not miss work, increase the self-control of the employees by making them responsible for administering their own leave program. It should be noted that there was a separate sick leave provision for prolonged illness but the paid leave hours must be used first. The major result was a marked reduction in absenteeism and perceived increase in employee morale.

Another study, based on the first using the same concept was conducted some time later.⁶ The concept was called "The Personal Time Bank." The results were similar to that experienced in the first study—reduced absenteeism, better scheduling of time off, increased employee self-control and perceived increase in employee morale.

Another variation of the paid leave concept is sick leave banks. This is an arrangement that allows employees to pool some of their compensated sick-leave days in a common fund and draw upon the fund if extensive illness uses up their remaining time off. It is said that the sick leave bank is effective (reduces absenteeism) because employees are intent on protecting those jointly owned days in the bank, there is psychological pressure on the worker to get to work unless he/she really is sick.

WELL-PAY

The well-pay concept is the art of reinforcing employees for not being absent or sick. The basic premise is to

(continued on following page)

increase the effectiveness of an organization by encouraging employees to be on the job (or discouraging unnecessary absences—non-reality illnesses). The objectives of well-pay include: (1) to offer employees an incentive to stay well, (2) to lower the absenteeism rate due to illness, and (3) to improve the productivity by decreasing absenteeism.

In application, the well-pay program replaces the traditional sick leave plan by giving a bonus to employees well for four weeks and discontinues sick pay.

CASE STUDY

This article reports a case study of the application of well-pay in a non-profit organization. The organization, founded in 1968, is located in the Midwest and provides employment and training activities for the jurisdiction it serves. The management of the organization prides itself on a "for-profit organization" philosophy. This philosophy is realized by the intent to insure adequate client services through a cost-conscious program.

As in the case of many organizations, the largest budget item of this organization is salary/wages and employee benefits. The organization's em-

ployee benefit package includes an annual leave accrual and sick leave accrual systems. In a review of the sick leave accrual system, it was observed that some employees used sick leave as personal time, for as soon as sick leave accrued (one day a month), it was used. Further investigation concluded that since sick leave (unlike annual leave) was not paid to terminating employees, there appeared to be an "if I don't use my sick leave, I'll lose it" attitude.

The investigation found that absenteeism (of sick leave) cost the organization in the 1980 fiscal year approximately \$41,000 (6400 hours with an average of 53 hours per employee). The cost represented payment for zero productivity. The investigation further revealed that current sick leave patterns reflected excessive one-day absenteeism. Management sought an answer to their sick leave dilemma.

At the beginning of their 1981 fiscal year the organization began the well-pay program. The program contained the following features:

- discontinue and freeze the current accrual of sick leave,
- employ a well-pay policy that pays a bonus to employees who stay well (no absences) for four weeks,
- discontinue pay for absences for the first eight hours of absence due

to illness,

- employees who are not sick for two consecutive pay periods or four weeks would receive a bonus of four hours pay, and
- any illness time beyond eight hours would be paid in full until the disability plan began (two month's waiting time).

Thus the sick leave accrual system was replaced with a system that provided an incentive to be on the job and protection against serious illness. The key features are being paid for being on the job (carrot) and discouraging casual absences by nonpayment of the first eight hours of absences (stick). Figure 1 presents a comparative analysis of the sick leave accrual system and well-pay program.

RESULTS OF THE ANALYSIS

After introducing the well-pay program, absenteeism decreased 46 percent in the 1981 fiscal year. This equated into a reduction of sick leave per employee of 53 hours in 1980 to 31 hours in 1981. Moreover, the new plan resulted in 55 percent reduction in sick leave paid (40,864 vs. 18,540).

This data represents a significant benefit to the organization. However, other elements must be considered for an effective comparison. Figure 1 shows an increase (108 percent) in average duration of sick leave from 9.6 to 20 hours. The increase may be due to the fact that the program encouraged those employees who had an illness not to take only one day (for which they would not be paid) but two or more so as to minimize their loss of eight hours pay.

Another seemingly negative element in the comparative analysis is the amount of bonus paid under the new program—\$38,374.00. Comparing the 1980 cost of sick leave (\$40,864) with \$18,540 paid in 1981 plus the bonus pay (\$38,374) results in a cost to the organization of \$16,050 under the new plan (\$38,374 + \$18,540 - \$40,864).

In making a comparison between the sick pay system and the well-pay plan in terms of costs, the real cost of sick pay must be considered. That is, when sick leave is used, not only are employees paid their daily rate but they

FIGURE 1
Well-Pay Plan Analysis

	1980	1981	% Change
Number of employees (average)	129	120	↓ 6.6%
Total Sick Leave Used (hours)	6,893 1/4	3,754	↓ 45.5%
Average Sick Leave Used Per Employee (hours)	53.44	31.28	—
Average Duration of Sick Leave (hours)	9.6	20.0	↑ 108%
Amount Paid For Sick Leave (unadjusted)	\$40,864.	\$21,558.	↓ 47.2%
Amount Paid For Sick Leave (adjusted)*	\$40,864.	\$18,540.	↓ 54.6%
Number of Employees Eligible for Well-Pay Bonus	N/A	120	—
Number of Employees Receiving Bonus (average)	N/A	102	—
Amount Paid in Well-Pay Bonus	N/A	\$38,374	—

*Adjustment made based on an average employee wage increase on 10/1/80 of 14%.

are also paid fringe benefits for their day of absence resulting in a significant increase in real costs for sick leave.

Further, a comparison of the two systems must evaluate the savings to the organization due to increased productivity. In this organization, reduction in productivity occurs when an employee is not on the job, resulting in reduction in quality of services provided to the client population. Because the well-pay plan reduced absenteeism significantly, it was concluded that there was an increase in productivity.

Figure 2 shows that the well-pay plan resulted in 3139.25 hours of reduced absenteeism or additional hours of productivity. These hours resulted in \$18,019 in savings from productivity. Using this productivity savings figure and adding the cost savings from reduced absenteeism to compare the cost of the well-pay plan bonuses, the plan results in an organization savings of \$1,203 (see Figure 2).

Any change in policy must also be evaluated based on the impact it has on employee attitudes. At the end of 1981 (one year after well-pay plan had begun), a survey was conducted to determine the positive or negative impact the well-pay plan had on employees and supervisors. The survey response rate was 80 percent.

The well-pay plan was not well received initially, but when asked which program they would choose (sick leave vs well-pay), employees overwhelmingly chose well-pay. Another key element in the survey was supervisor attitudes. Supervisors indicated that the program was somewhat effective in increasing productivity and reducing absenteeism as compared to the sick leave system. In addition, the supervisors were very satisfied with the well-pay plan with 85 percent indicating moderately or very satisfied.

Supervisors made the following observations:

- less time had to be spent reprimanding employees with a history of absences, and
- less time required to assist employees covering for absent co-workers

CONCLUSION

Case studies, as compared with other

types of research methodology, are closer to real life.⁸ However, this type of comparative analysis results in a pre-cost comparison only. Because there is no control group there can be alternative explanations for the results that are reported. Possibly alternative explanations include the impact of the economy, weather conditions, reduction in work load and change in management philosophy. In interviews with management and subordinate personnel none of these explanations were cited.

The evaluation found that overall, the well-pay program when compared with the sick leave program resulted in the following:

- increased savings to the organization
- reduced absenteeism
- increased productivity
- increased employee satisfaction

Because of these results, the well-pay plan was continued.

These results generally support the contention that the sick pay plan provided a disincentive for employees to be on the job. By rewarding employees for being on the job, absenteeism was reduced and productivity increased. In addition, the well-pay program seems to increase employee satisfaction.

Recently, the literature on sick leave programs indicates that such programs may, in fact, increase absenteeism. Our study seems to support this premise. By taking away the incentive to be sick and substituting a reward for being well, sick leave was reduced.

Many supervisors and managers may argue "why give well-pay to employ-

ees when they are paid to be on the job?" The results presented show that by taking away the incentive to be sick there is a reduction in sick leave. Another argument is that such a program is expensive. A casual observation would conclude that the program is expensive, but a thorough analysis (as presented here) shows a real savings resulting from the program.

Although our study suffers from the possibility of alternative explanations for the positive results (already cited), we believe that the results are due to the well-pay plan. Other organizations should reexamine their sick leave programs to determine if it actually encourages sick leave.



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NOTES

¹Absenteeism, Income Data Services Study, May, 1978.

²D. Willings, "The Absentee Worker," *Personnel and Training Management*, December, 1968, pp. 10-12.

³R. E. Kopelman, G. O. Schweller, IV and J. J. Silver, Jr., "Parkinson's Law and Absenteeism: A Program to Rein in Sick Leave Costs," *Personnel Administrator*, May, 1981, pp. 57-63.

⁴F. C. Jordan, "A Fair System of Time Off the Job: Combine Sick Days, Vacation Days and Holidays into Paid Days," *Modern Business Practice*, 1974.

⁵Ibid.

⁶B. H. Harvey, unpublished dissertation.

⁷"A Low-Cost Fringe that Workers Appreciate," *Business Week*, March 13, 1978, p. 79.

⁸F. N. Kerlinger, *Foundations of Behavioral Research*, New York: Holt, Reinhart and Winston, Inc., 1964.

FIGURE 2	
Well-Pay Plan Cost Analysis	
120 employees using 53.44 hours of sick leave	= 6,412.8 hours
Average hourly rate for employees using sick leave in FY '80 (\$40,864.00 divided by 6,893 1/4 hours)	= \$5.93
Average wage increase on 10/1/80	= 14%
Adjusted hourly rate for employees using sick leave	= \$6.76
Assumed cost for FY '81 sick leave (a × d)	= \$43,351.00
Actual cost for sick leave in FY '81	= \$21,558.00
Savings from decreased absenteeism (e - f)	= \$21,793.00
Sick leave used in FY '81	= 3,754 hours
Sick leave used in FY '80	= 6,893 1/4 hours
Increased hours available to organization (i - h)	= 3,139 1/4 hours
Average hourly rate for employees using sick leave in FY '81 (\$21,558.00 divided by 3754)	= \$5.74
Savings from increased productivity (j × k)	= \$18,019.00
Cost of well-pay plan bonus	= \$38,374.00
Adjusted cost for well-pay plan (m - l - g)	= \$ 1,203.00

THEY ARE W

Nutrition's impact

Like a machine, the human body requires continual attention and refueling to avoid breakdown. Maximum output is contingent upon high quality input. Careful use assures smooth operation.

Too often, however, people take better care of their cars, stereos and lawn mowers than their most sophisticated and valuable of machines, their bodies. Carelessness—in the form of inactivity, an unhealthy lifestyle and poor nutrition habits—diminishes a quality of life.

Quality of life in this decade has become the responsibility of the individual. A healthy lifestyle can contribute more to wellness than pills or procedures gained through a visit to a physician. Preventive medicine is the password for health care in the eighties.

In addition to regular exercise and a sensible lifestyle, experts point to sound nutrition as a key factor in maintaining optimum health. Eating habits based on moderation and variety not only help maintain health, but can also improve health as well.

The old wives were right on target in their tale, "You are what you eat."

Today, experts besides mother—health, fitness and medical experts—are telling everyone to eat right.

THE ELEMENTS OF NUTRITION

The human body gets its fuel from food. Unfortunately, most people know more about the proper fuel for their cars than about the food they ingest to fuel and nourish their bodies.

Nutrition is the process of nourishment; that is, the interrelated steps by which an organism assimilates food and uses it for growth and development. Nourishment is provided to the body through a diet, a pattern of eating and drinking.

Classical style in dieting (giving



WHAT THEY EAT

healthy workforce

nourishment to the body) can be summed up in two words, according to the American Red Cross: variety and balance. All eating patterns should include an assortment of foods that represent the four basic food groups: milk and dairy products, fruits and vegetables, cereals and breads, and protein-rich foods such as meat, fish and poultry.

The nutritive substances of the various foods (nutrients) aid in growth and development. Protein, fats, carbohydrates (sugars and starches), vitamins and minerals are the major nutrients. Water and fiber are also necessary dietary elements that help the body assimilate and use food to its best advantage.

Studies by the U.S. Public Health Service and a recent Federal Trade

Commission report reveal that even poverty-level Americans tend to get more than the recommended amount of protein. Poor nutrition still occurs in the American protein-rich diet, because most of the protein comes from food containing large amounts of animal fat, the substance directly related to heart disease.

Because no one food can supply all of the nutrients needed daily by the body, a variety of foods must be chosen for good health. A good diet only improves the body's potential.

PREVENTING DISEASE

Dietary habits have been linked by researchers to heart disease, diabetes, cancer, bone disease, respiratory disease and birth defects, among others. The dollar cost alone of poor nutrition in the U.S. is estimated at \$30 billion.

New societal trends and changes in lifestyles, food production and advertising have all contributed to a revised American diet in this latter part of the twentieth century.

(continued on following page)





The bread and cereal group

Among the trends associated with detrimental effects on health, cited by the National Chamber Foundation in their National Health Care Strategy, *How Business Can Promote Good Health for Employees and Their Families*, are:

- The percentage of dietary calories derived from fat has increased.
- Consumption of refined carbohydrates, mainly sugar, has increased.
- The amount of animal meat in diets has increased.
- Salt intake is up.
- Diets high in fiber and roughage have become less common.

The excess calories in the American diet have resulted in a population where one third of the members are overweight to a degree that diminishes life expectancy. In all, U.S. Public Health figures show that about 80 percent of all Americans are overweight by at least ten pounds.

Obesity and greater intakes of salt and fats aggravate cardiovascular disease and osteoarthritis and increases the liability to hypertension, atherosclerosis, hernia, gall bladder disease and maturity-onset diabetes in predisposed individuals.

The foods people eat, particularly those high in fat and protein, appear to be a far greater cancer risk factor than cigarette smoking, a Cornell University nutritionist told the *Chicago Tribune*.

"Diet, which is associated with 70

percent of all cancers, may be the most important risk factor for cancer," said T. Colin Campbell, director of Cornell University's Nutrition and Cancer Program Project.

Degenerative diseases such as heart disease, diabetes, arthritis and hypertension cluster primarily in cultures that consume substantial amounts of fat in their diet, according to Julian Whitaker, M.D., director of The National Heart and Diabetes Treatment Institute, Inc.

"In America, your chances of dying from cardiovascular disease is 55 percent," Whitaker told delegates at the NESRA Region VII Conference and Exhibit last fall. "Your risk in Russian roulette is only 18 percent."

Whitaker calls heart disease the modern day equivalent of the pandemics that swept Europe during the Middle Ages. "Over 3000 people die every day of heart disease—equal to ten 747 airline disasters every 24 hours," he said.

The excessive amounts of dietary fat consumed by Americans function as oxygen poison, causing blood cells to stick together and impede circulation. The death rate from heart disease in the U.S. and Canada is nearly six to ten times higher than that in Japan. Not by coincidence, the diets of Oriental countries with low-heart disease death rates are characteristically low in fat.

"In 25 cultures that have been studied, those who exist on low-fat, low-cholesterol food have a negligible in-

cidence of cardiovascular disease," said Whitaker. "In Finland, heart disease deaths dropped 67 percent during World War II, years when citizens were forced to substantially reduce their consumption of animal meat, eggs, butter and other dairy products."

Whitaker's National Heart and Diabetes Treatment Institute emphasizes nutrition and exercise for both the prevention and treatment of heart disease. Patients with previous histories of heart attacks and atherosclerosis have left the Institute with reversed arterial blockage and improved circulation; others who entered with hypertension left with stabilized blood pressure levels.

"These degenerative diseases are almost 100 percent preventable," noted Whitaker, "substantially reducible without surgery and totally unnecessary."

WEIGHT CONTROL

As nutritionists constantly caution, obesity is the nation's number one health problem. As many as 80 percent of the population are overweight to some degree.

Diet experts have replaced athletes and politicians on the covers of national publications. Losing weight has become the national obsession. From Scarsdale to Beverly Hills, people are straining mind and muscle to pull their belts a little tighter.

"The vast majority of diets are unsuccessful," says Dr. Peter Miller, director of the Sea Pines Behavioral In-

stitute on Hilton Head Island and author of *The Hilton Head Metabolism Diet*, "simply because dieters suppress the basal metabolic rate, and without a healthy metabolism, there is no weight loss."

Miller blames erratic eating habits for metabolic inefficiency. Such practices, he says, eventually suppress the body's rate of metabolism—how quickly calories are burned up.

"The body is like a furnace," explains Miller. "Each day the furnace is stoked with calories for food energy. Those calories are burned in the metabolic process and in exercise. If the input (calories) exceeds the output (physical activity), weight gain results.

"Starving and then gorging eventually suppresses the metabolism," Miller adds. "The process becomes erratic and the same physical action burns fewer calories."

Miller advocates a common sense approach to eating.

"Forget everything you've learned about dieting," Miller urges. "Forget the famous weight gurus' philosophies and simply be good to your body."

That means rest and meals at regular intervals and a life-long, healthy diet plan that is both varied and moderate.

Short-term diet plans are no solution to healthy weight control. Extremes do little for nutrition.

"Don't surprise your body," warns Miller, "and it won't surprise you."

Dieting should not be viewed as a quick fix for an overweight body, but a plan that calls for eating less, eating

better (with a variety of foods low in fat, cholesterol, sugar and sodium), exercising more and embracing a healthier way of life.

SOME CORPORATE SOLUTIONS

Nutritional awareness can be encouraged through a variety of means to employees, all contributing to a healthier workforce. Because the effect of diet on health is most significant in the long term, a company's return on their investment in an employee nutrition program may be slow in coming. But patience will pay off handsomely when a healthier workforce generates cost-savings through increased productivity and decreased absenteeism.

Any effective nutrition/weight reduction program at the workplace can be assessed by looking at several factors, according to the National Chamber Foundation:

- The knowledge gained regarding proper nutrition;
- Consumption trends in the cafeteria such as an increase in the purchase of healthful foods and a decrease in the purchase of less healthful foods;
- Enthusiasm with which the program is received by employees;
- The number of employees completing the courses.

Weight control program effectiveness can be measured by examining:

- The interest and participation in

- weight reduction programs;
- Weight loss after taking part in the program;
- Enthusiasm with which weight reduction and cafeteria calorie counting programs are received.

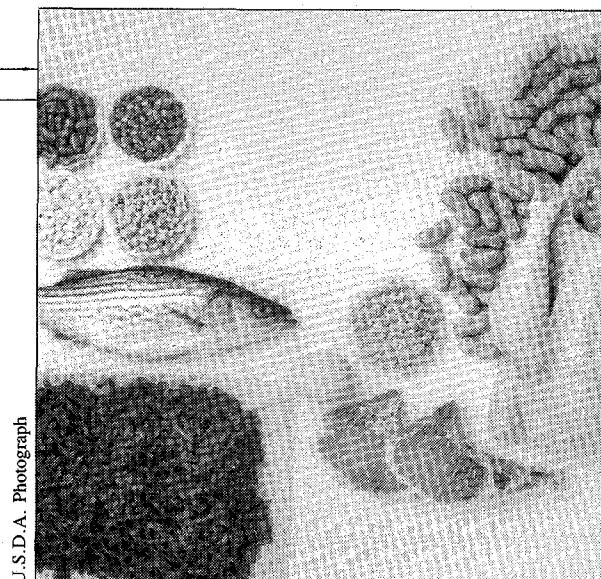
Nutrition awareness is encouraged relatively easily and inexpensively at General Mills, Inc., in Minneapolis. With the assistance of the company nutrition department, the employee newsletter regularly publishes articles on food and nutrition. Calorie counts for all foods offered in the company dining facilities are also available to General Mills employees. Workers can choose among standard cafeteria meals, diet plates, vegetarian dishes and fresh fruits and vegetables for their daily lunches. Why the variety?

"Our people are concerned about nutrition," answered Ralph Ferrara, manager of employee recreation at General Mills. "They want a say in what they're having for lunch."

The employees of Tenneco, Inc. in Houston also enjoy a variety of healthy foods on their cafeteria menu. And they gain nutritional information from table tents on all cafeteria tables.

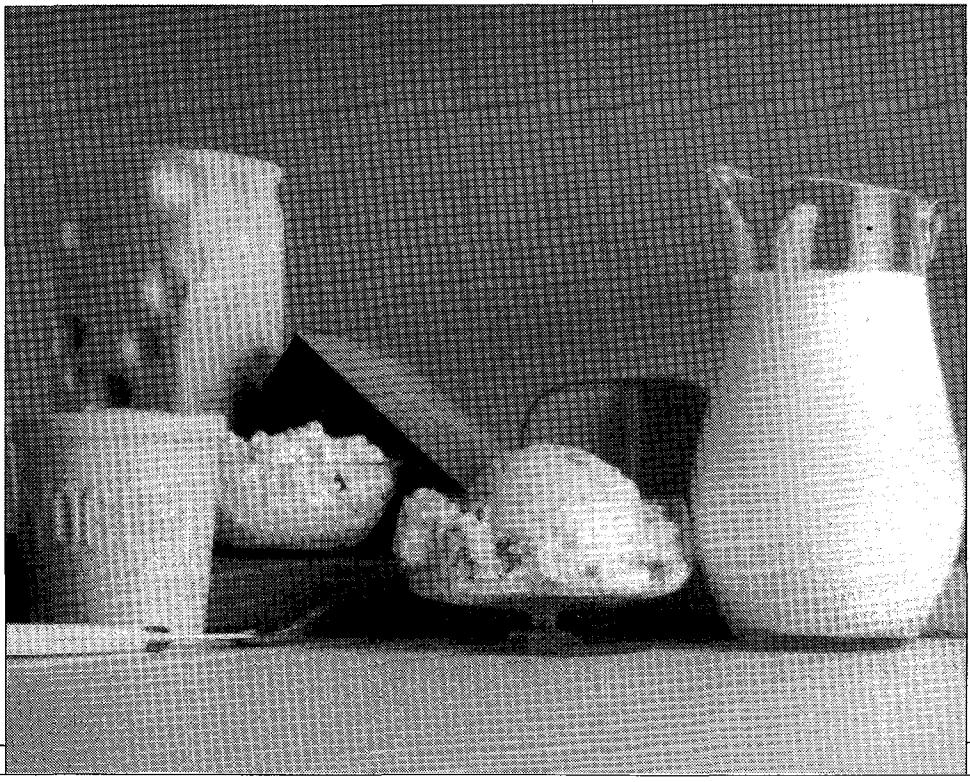
"We stress nutrition at Tenneco and encourage moderation," said Mark Landgreen, manager of health and fitness. "We use a health and fitness sticker on the food windows in the cafeteria to help employees identify specially-prepared, low-sodium, low-fat and low-calorie foods. At the point of

(continued on following page)



U.S.D.A. Photograph

The meat, poultry, fish and beans group



U.S.D.A. Photograph

The milk and cheese group

purchase, they can see their most nutritional options."

At the Adolph Coors Company in Golden, Colorado, vending machines offer healthy options.

"Fruits, nuts, juices, granola and yogurt are all available in our vending machines," said Keith Isenberger, recreation administrator at Coors. "It's just as easy to offer healthy foods as it is to stock potato chips and candy bars.

Our employees like to see this commitment to wellness."

Yet dietary choices include not only what to eat but also how much to eat. To assist employees in their planning, companies like Tenneco and Texas Instruments, Inc. in Dallas sponsor nutrition awareness seminars and coordinate weight reduction programs for their employees.

"You really are what you eat," said

Dick Brown, general manager for the Texins Association at Texas Instruments and NESRA's vice president of fitness and health. "Unfortunately, most people have developed a high-salt, high-fat and low-fiber diet and need to be educated to adopt healthier habits. If we can make employees aware of their unhealthy diets and educate them about nutrition, we can improve the quality of life in our companies." ☐



U.S.D.A. Photograph

The fruit and vegetable group

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The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Nearly 3,000 members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, IL 60153, Phone: (312) 562-8130



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PARSONS

BIOFEEDBACK: Stress Management in the Workplace

by Jennifer Stephens

"Biofeedback is not 1984 with man controlled by machines, but just the opposite," contends George Fuller, author of *Biofeedback: Methods and Procedures in Clinical Practice*. "It represents man controlling machines in an effort to control himself."

Biofeedback involves the use of sensitive instrumentation to mirror back information to an individual about body processes that would otherwise remain unknown. The body and mind are intricately woven together; research shows that what was once thought to be automatic and uncontrollable may possibly be controlled with the learning aid called biofeedback.

Biofeedback has opened up a whole new realm over which the human mind can gain control. Body processes that can contribute to a person's health can now be changed by a person who is willing to pay attention to the feedback. Migraine and tension headaches, high blood pressure, ulcers and digestive disorders, anxiety, insomnia, lower back ache and other maladies that have been treated with pills and perserverance can now, in many cases, be eliminated by the individual.

Feedback is essential for human learning. In learning to pitch a softball, the feedback is watching the ball go across the plate (if it does), the information the catcher reveals ("a bit on the outside"), and the sensory feelings from the arm's movement. These represent visual, auditory and kinesthetic forms of feedback.

Based on such feedback, a ball player can make corrections for the next pitch: direction of the arm motion, speed, grip on the ball, spin and others.

The mind, the most incredible of computers, makes calculations in fractions of a second. It analyzes all the feedback from actions, makes changes and tries again. And again and again. After hours of practicing and paying

attention to the feedback each time, skills become more finely developed and feedback more refined.

If there was no feedback, if ball players were blindfolded and their hearing was temporarily disconnected so they could not even get information from the thud of the landing ball, their skills as pitchers would never be developed. They would never gain control.

Research shows that what was once thought to be automatic and uncontrollable may possibly be controlled with the learning aid called biofeedback.

The feedback from biofeedback equipment serves the same function: telling users how to correct and improve a particular body process.

Headaches are frequently caused by tension of the face and neck muscles. It is not uncommon for a person to experience tension headaches daily for a number of years. The effects of aspirin are reduced over such a period of time, so alternative pain killers and perhaps tranquilizers may be used.

But medications and pain greatly reduce the quality of life for a person. The ability to concentrate is affected; therefore, job performance and satisfaction is most likely reduced. Similarly, mood is affected and interpersonal relationships and family life are altered. All of this causes more conflict that causes more tension, which in turn causes more headaches. Days off from work may increase so job security may be threatened, again causing an increase in tension. The joy of living is certainly going to be affected by both

the headaches and the medications. Biofeedback just may offer an alternative.

THE MECHANICS OF BIOFEEDBACK

In the first step of biofeedback, electrodes that adhere to the surface of the skin are placed at sites where tensed muscles are detected. Frequently for tension headaches, electrodes will be placed on the forehead and the back of the neck. Biofeedback instruments then translate the tensed muscle into a combination of beeps, lights, tones, and if a computer is used, a variety of visual graphics. The person then learns to relax the muscles by changing the feedback. "Slow down the beeps," "Bring the bar down to the bottom of the screen," "Bring the tone down," are frequently used instructions.

When muscles are relaxed, the beeps, bars and tones move in the correct direction and the mind then knows to repeat the same actions so the process can be done again. Using this feedback process, the person may learn to get rid of the headaches.

PUTTING INDIVIDUALS IN CONTROL

Biofeedback techniques have been developed in hospitals and laboratories around the country for a variety of disorders. As Dr. Barbara Brown, a pioneer in biofeedback, states in her book *New Mind, New Body*, biofeedback has provided us with a revelation "of the ability of individuals to regulate and control a wide variety of their own physiologic functioning once information of such functioning is presented in a form that can be perceived by the same individual." Brainwaves, blood pressure and the activities of muscle

cells can be detected by biofeedback equipment and turned into signals that the individuals can then begin to work with.

What can we expect from the new feedback techniques? According to Dr. Brown, biofeedback can provide major assistance in the control of a wide variety of medical ills, including disor-

iety, fear, pain and depression. All of these may be relieved with appropriate biofeedback techniques.

Dr. Marjorie Toomim, director of the Professional Training Program at the Biofeedback Institute of Los Angeles, states that such stress-related disorders as headache, insomnia, gastro-intestinal disorders, hypertension,

costs, mostly for non occupational diseases continue as a major employer and employee expense."

"Alcoholism will affect three million people this year," he adds, "and that will cost industry \$8-\$10 billion in lost time and inefficient work."

Echoes Roy J. Shephard, M.D., in *Archives of Environmental Health*: "The



Biofeedback equipment tells users how to correct and improve a particular body process.

ders of the cardiovascular system, problems of the respiratory system, and muscle disorders.

Specifically, by learning to control blood pressure and heart rate, individuals can improve their cardiovascular condition. Respiratory problems can be reduced through the control of discomforts of asthma, bronchitis, emphysema and sinusitis. And learned control over muscle cells can provide extraordinary help in all types of muscle problems ranging from simple muscle tension due to anxiety to the rehabilitation of inactive or disordered muscles.

Stress is implicated in a major portion of the medical problems seen by doctors today. Reducing stress levels can promote healing and healthful living. According to Dr. Brown, between 60 and 75 percent of medical problems are either caused or aggravated by the psychological accompaniments of anx-

cardiac arrhythmia, asthma, Raynaud's disease, TMJ, dyspnoea, stuttering, neurogenic bladder, learning/attentional deficient disorders, chronic pain and anxiety can all be successfully treated with biofeedback.

The advantages of biofeedback in optimizing individual health care has already filled volumes, but why should employers be interested?

THE CORPORATE POINT OF VIEW

"Degenerative diseases and emotional problems are major concerns for occupational medicine today," writes John Haberern in the January/February issue of *Fitness for Living*. "Costs for compensation are creeping up at about two percent per year, costs for group health insurance are surging at ten percent or more per year, and absenteeism

economic costs of chronic cardiovascular disease are staggering. Loss of production due to premature death in the United States has been set at 19.4 billion dollars per year, with further losses due to illness (about three billion dollars), grief and destruction of home life (perhaps five billion dollars), and demands for hospitals and other services (about three billion dollars)."

What does this mean to a company? One half of all businessmen will die of cardiovascular disease.

How does a company replace a middle management or top executive with 20-30 years experience and an intricate working knowledge of that company? One Fortune 500 company spent \$600,000 to recruit and train a top executive replacement.

Statistics such as these provided some

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of the initial arguments for the implementation of employee recreation and fitness programs. They are applicable for the development of stress reduction and biofeedback programs as well.

Stress is not necessarily bad. To a point, people react favorably to stress by increased productivity, but past that point it can become damaging leading

to many stress-related disorders, including cardiovascular disease.

Biofeedback can be instrumental in the reduction of high blood pressure and stress, and in gaining insight into poor smoking, eating, drinking and exercise habits. Biofeedback professionals can be an important link in providing health care information.

The financial benefits to a company of an adequate stress reduction program can be seen in reduced absenteeism, increased productivity, reduced medical costs, reduced recruitment and retraining costs, increased job satisfaction and decreased employee turnover.

So then, what are the arguments against beginning such biofeedback programs?

There are several arguments that surface immediately. First is the issue of responsibility. Whose responsibility is health care? Isn't this an individual's responsibility rather than an employer's? There is also the issue of lack of large quantities of research. And then there are the mundane hurdles of the costs of office space, equipment and trained professionals.

Certainly this is the age of individual responsibility for health care. With medical costs rising annually it behooves each individual to become an active participant in maintaining his or her health. Prevention is the password for health care in the '80's. Individuals owe it to themselves, their families and friends to no longer accumulate a lifetime of bad habits and then expect the doctor to cure it with a pill or procedure.

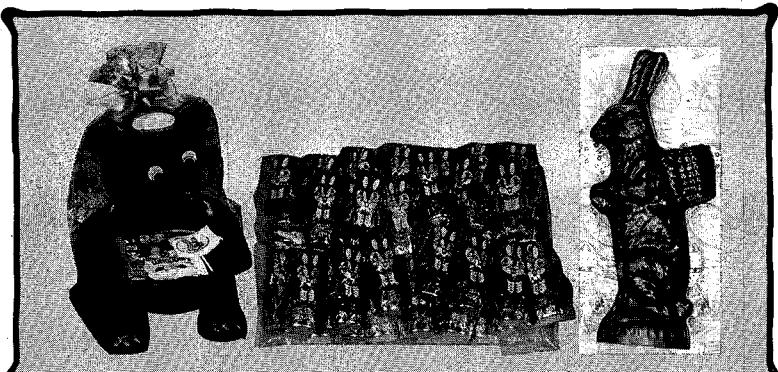
Taking responsibility for assisting employees in coping with stress and maintaining good health certainly works to the company's advantage as well. A company's greatest resources are the people working for it. If they are to attain their full potential as employees over a work life, health will be an integral factor. Human-oriented companies, ones that look into the future, not just at what can be had from an employee today, recognize the necessity for adequate health programs including stress reduction.

Benefits of Biofeedback

Pioneers in the business of biofeedback instrumentation like the Biofeedback Research Institute have long been aware of the need to quantify results so success can be easily documented. Systems like the BIOCOMP 2001 which uses an Apple IIe computer, have been designed to provide professionals with

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BIOFEEDBACK

a variety of monitoring modalities. Employees' stress levels can be monitored through temperature, EMG, brain wave, heart rate and other changes. Using the computer for graphs and documentation, the effectiveness in stress reduction can be easily demonstrated.

Another application of the monitoring capabilities of computerized biofeedback equipment is presented in this description of "human resource accounting":

"The idea of human resources accounting has been to provide to management a number of measures, (attitude scores, absenteeism and turnover statistics, etc.) useful as indicators of the effects which job conditions may be having on employee well-being. Human resource accounting becomes an issue of measurement and reporting which tries to show the effect, and take into account, the hidden human costs of organization programs and conditions."

In the past, management's sensitivity to the human costs of organization conditions has been informal and has led to action only when problems become so visible they can no longer be denied."

Biofeedback could effectively serve as a method for monitoring the stressful effects of re-organization, expansion or other organizational changes. With computerized equipment, data for this type of assessment could easily be gathered.

In the face of all these benefits to be derived by both employees and employers, the costs of implementing such a program seem minimal. Biofeedback has become a widely accepted medical technology taught in universities and medical schools around the country. Trained professionals are now easy to locate. Great improvements have also been made in biofeedback equipment and the costs of such equipment is quickly recovered by the benefits produced.

As techniques are refined and research published showing the effectiveness of biofeedback, it will increasingly be used to combat the detrimental

BIOFEEDBACK

... biofeedback . . . will increasingly be used to combat the detrimental effects of stress-related disorders.

effects of stress-related disorders. Both individuals and corporations bear a responsibility in utilizing what has been learned to reduce the disastrous effects of ill health. Biofeedback should be considered by companies as one of the means at their disposal to aid individuals in reclaiming their personal responsibility for maintaining good health.

After working several years with area drug and alcohol rehabilitation programs as a recreation therapist, Jennifer Stephens proceeded with training from the Biofeedback Institute. She presently has a private practice in Venice, CA, and is also the Director of Marketing and Sales for the Biofeedback Research Institute located in Los Angeles.

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CPR Training Programs: Saving Workers' Lives

by Lucille Niebur

In the United States, nearly 550,000 people die each year from heart attacks before arriving at a hospital. Almost half of these deaths could be prevented if a bystander who knew cardiopulmonary resuscitation (CPR) responded correctly and quickly within the first one to two minutes after the onset of cardiac arrest.

Cardiovascular disease is, in fact, the leading cause of death in the United



Mouth-to-mouth breathing is one part of the CPR process.

States. In corporate circles, Monday is grimly referred to as "Heart Attack Day" because of the number of cardiac emergencies that occur on the first day of the business week.

To protect all members of the workforce, Securities Industry Automation Corporation (SIAC), located in New York City, launched a CPR training program for all interested employees in

1981. The program has seen a 20 percent growth in participation in its second year; and in the third year, 55 percent more employees were certified, representing an overall growth in employee participation of 86 percent. This response is typical of employee interest and is representative of what other companies are experiencing when there is support by the company and an ability to deliver a high quality program.

More than 100 SIAC employees have been certified in CPR since the program began at a per person cost of \$75 for new participants and \$50 for those seeking their annual re-certification. Their names appear in the front of the company telephone directory for easy access in an emergency.

Classes, held in a company conference room annually in March and possibly May if demand is high, are limited to 20 employees per class. SIAC strives to register at least one employee from every company department, as opposed to a mass registration of a single department, to ensure that all areas of the workplace are covered.

Three, three-hour CPR training classes, scheduled for 8:00 a.m.-11:00 a.m. and 3:00 p.m.-6:00 p.m., require participants to give one hour of their own time and two hours of company time. "The time is easy to justify," said Barbara Mansfield, employee activities coordinator and coordinator of the CPR training program. "It's an employee benefit and a lifesaving device.

"When we began this program," she continued, "we looked at it as another benefit from the company to employees. But it's bigger than that. It saves lives."

Before the program began, a tragic event underscored the need for a formal CPR training program.

"Three years ago we put on a mini-seminar during the lunch hour to generate interest in emergency training,"

noted Mansfield. "That evening, the president's secretary went home and witnessed her husband suffering a massive heart attack. She stood by helpless and waited 35 minutes for an ambulance. If she knew CPR, she just might have saved her husband's life."

Three years and a CPR training program later, Mansfield tells a more positive story:

"One of our program participants



Cardiac compression is part two of the CPR process.

saved a life in a theater line. Before she bought her ticket, she administered CPR and brought her fellow moviegoer back."

CPR is a temporary application to maintain life until medical help arrives. Cardiopulmonary resuscitation includes mouth-to-mouth breathing and cardiac compression and is used on a non-breathing, pulseless victim. This

could include someone who has suffered a massive heart attack or had carbon monoxide poisoning, severe stroke or several other potential situations that cause sudden death.

A rescuer, by breathing for the victim and compressing his or her heart will get oxygen into the blood and circulate the oxygenated blood to the vital organs, especially the brain.

CPR is a psycho-motor skill that works and is easy to learn when it is taught by competent, well-trained instructors. More and more businesses are offering training along with programs for other emergency situations where a person can make a difference if he or she knows what to do.

SIAC uses Emergency Skills, Inc. (ESI) to conduct their CPR training program. ESI is a private company specializing in training and motivating the corporate employee to respond to cardiac medical accidents and fire emergencies. The program features professional trainers with medical backgrounds who communicate effectively to all levels of employees and instill confidence in program participants. ESI's training program emphasizes the emotional aspects of emergency situations and uses audio tapes, which actually take participants through an emergency situation.

After the tape, employees participate in an in-depth discussion led by a carefully trained instructor. When individuals recognize and understand their own reactions to highly-charged, emotional situations, they can better control their reactions and respond effectively.

ESI develops an emergency plan of action for each of its client companies, utilizing a systems approach so that when an emergency happens, the employees will know who to call, what to tell them and what to do in order of priority.

The CPR program at SIAC is a nine-hour course presented according to the standards of the American Heart Association. Included in the basic cardiac life-support program are cardio-pulmonary anatomy, risk factors, obstructed airways/choking, rescue breathing, one-rescuer CPR, two-rescuer CPR, infant and child CPR, and infant and child obstructed airways. The

program is presented in three, three-hour time blocks as that allows ample opportunity for review and reinforcement. However, the company decides the time frame that is most sound for their business.

The program itself is approximately 30 percent lecture and 70 percent hands-on practice on mannequins. A student-instructor ratio of six to one works best for thorough training.

The American Heart Association's student manual is given to each participant. They must read and know the material in order to pass the required test for certification. ESI has developed printed magnetic strips and a magnetic board that includes all material taught in the program. This medium, which replaces the chalk board, facilitates learning and enables participants to have pertinent information readily available.

Another innovation of the ESI program is the use of foam blocks to simulate a victim's chest. The entire class practices together on their blocks until the proper compression rhythm is achieved and each person's form is correct prior to training on the mannequin.

Virtually everyone can learn CPR. Of course, a recent medical history of coronary attack, shortness of breath, or back problems may preclude individuals from participating in vigorous physical exercise.

"By offering this CPR training program, SIAC is telling employees how much it cares about them," concluded Mansfield, "and building a skilled team equipped for emergencies both inside and outside the workplace. You just can't put a price tag on that."

Almost half of the 550,000 annual deaths from heart attacks could be prevented if a bystander who knew CPR responded quickly and correctly within the first one to two minutes after the onset of cardiac arrest.

Lucille Niebur is the president of Emergency Skills, Inc., which primarily serves the New York-New Jersey-Connecticut area. For more information about ESI and to arrange for a team of instructors to be sent to your area, contact them at 300 East 33rd Street, New York, NY 10016, 212/679-6405.

Is Time Holding You Hostage?

by William T. Brooks

Time, our most treasured resource. Time the one single commodity that all of us have been given in equal amounts.

We all have varying skills, sources and levels of interest, aptitudes and abilities. However, each of us is presented daily with the same gift of 60 seconds in each minute, 60 minutes in each hour, and 24 hours in each day.

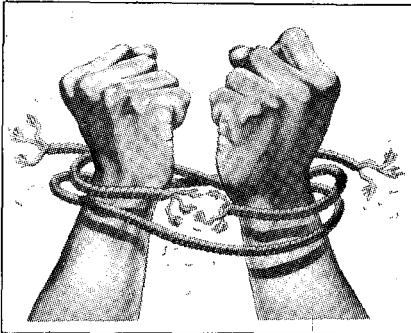
It is how effectively we plan and organize this time that separates the successful, highly effective and powerful executive from the often-times frustrated, overworked, and physically exhausted workaholic.

Effective time use not only helps you save time and improve your personal work habits, it can also lead to dramatically improved productivity and increased corporate or personal profits. Perhaps the real key to the value of effective time management is that properly controlled time can significantly enrich your personal life as you discover that it is not really necessary to go to work early, leave late, go in on weekends, and carry your briefcase home with you every night.

Let's look at Roger Williamson, a fictitious middle-management executive. Roger is a highly motivated and hard-working manager with very lofty career goals. He was a good student in college, and both Roger and the bank were elated that he accepted a position with the bank immediately after graduation.

In spite of all his best intentions, however, Roger is currently working with several difficult problems, including interruptions all day in the office and a great deal of difficulty completing whatever project he undertakes.

Roger is constantly interrupted by the telephone, by visitors who drop by to see him, by unscheduled meetings, and even by his compulsively dirty and cluttered desk on which he can rarely



find anything.

Roger is also usually late for meetings (because he is "so busy"), has difficulty meeting deadlines without working overtime or taking projects home, and, according to co-workers, is constantly spending untold amounts of time and energy "putting out fires."

Roger's biggest problems, however, are yet to face him. His wife, Sue, is quickly becoming less and less patient with being married to a man who spends all day, part of the weekend and most evenings working.

Mr. Cartright, Roger's supervisor, is ready to spring a major surprise on him. Although Roger prides himself on being a hard worker (really a "workaholic") and being a "totally devoted company man," he doesn't realize that because of his woefully poor time management techniques, he is not being given any serious consideration for promotion to any top-level management position.

You see, Roger is a great "fireman," a tremendous fellow with detail work, and a genuinely good guy who will put in endless hours to complete projects. However, Roger is not really a manager, he has no time to plan, manage, organize, set priorities, and meet deadlines.

Roger is really preparing the biggest surprise for himself. Workaholics are not only playing Russian roulette with their personal and family lives (talk to Sue and their two children), they are

also flirting with high blood pressure, ulcers, heart problems, mental stress, and fatigue as well as ultimate disappointment as they pursue their career paths.

Do you feel like Roger?

Perhaps you feel like his wife, Sue.

Or, are you in the position of Mr. Cartright, where you have to cope with an employee whose desk and work habits are like a puzzle?

By examining some very basic time management and control techniques, perhaps you can begin to help yourself to become more organized, more effective, and a more capable manager of people, resources, and ideas. In short, to help you control your environment instead of allowing your environment to control you.

First, it is absolutely imperative that Roger place a value on his time. He is currently giving it away for free.

Obviously, if a person allows interruptions and diversions constantly, he has placed very little, if any value on his own time. If a person falls prey to this, others around him will also see his time as being relatively valueless and will take every opportunity to buy some of Roger's "cheap" time.

Secondly, Roger should do a time inventory of where and how he actually spends his time. He should spend three days (a week is even better) and log everything that he does from the minute he walks into the office until the minute he goes home (coffee breaks, telephone calls, drop-in visitors, meetings, luncheons, everything).

Allowing time abuse and the constant use of poor time management techniques are a habit.

In order to break old habits it is necessary to know what we are doing wrong, when we are doing it, and the extent to which it is being done. The only real way to do this with time is to measure it honestly and objectively.

MANAGER'S MEMO

Roger must then recognize what little amount of time he really does have and place his predetermined value on it accordingly. Within this framework, then, it is essential that he begin to establish priorities.

It is increasingly clear that many managers, like Roger, have a great deal of difficulty with this crucial management function. Unfortunately, the inability to establish clear-cut priorities is one of the major errors that most managers are guilty of making.

How many times have you heard things like, "He (she) can't see the forest for the trees," or "He (she) is constantly running in circles," or "He (she) gets everything done but the important things."

Remember the principle that most managers are guilty of responding to "urgent" more readily than "important," and keep in mind that the establishment of clear-cut and distinct priorities is basic to the success of your business or service.

A good way to establish priorities is to determine how important a particular project is and then assign it a numerical value—perhaps a scale of "most important" being worth 5 and "least important" having a value of 1—and do the same thing for the urgency of the project. Then you simply add the important and urgent ratings to determine the priority of the project.

The real key to successful time management, however, is what you do with the project. The crucial technique for an effective manager is then to delegate the task.

Unfortunately, most managers do not delegate because they do not know how to delegate. Perhaps they have difficulty communicating, or feel guilty about assigning a task to a subordinate, or simply do not or cannot take the time to explain how a task should be done. They then end up spending more time doing the project themselves—over and over again—than if they had taken the time to explain the project to a subordinate in the first place.

Quite often, they won't delegate because of a strong sense of omnipotence. This sense of omnipotence dictates the false belief to many managers that only they know how to perform

certain functions, and their egos simply will not allow them to delegate tasks. A perfectionist faces almost insurmountable odds in becoming an effective manager.

Everyone will perform a task differently and on a different level of skilled completion. The big thing for any manager to keep in mind is that the results

... properly controlled time can significantly enrich your personal life as you discover that it is not really necessary to go to work early, leave late, go in on weekends, and carry your briefcase home with you every night.

and the evaluation of your performance as a manager can be dramatically expanded through delegation. By successfully assigning tasks you can then concentrate on your own priorities which should be planning, organizing, managing, and even additional delegating and not involving yourself with every small problem, emergency, or detail that crosses your desk.

Perhaps the largest body of knowledge in the study of time management and control lies in organizing your work day. Unfortunately, many managers erroneously attempt to organize their work and not the workday.

It is crucial for Roger immediately to start organizing his day into large blocks of time that he controls instead of his workday controlling him. Instead of instinctively answering the phone while he is preparing a report, meeting with a co-worker, planning, or delegating, Roger should train his secretary or a co-worker to screen his phone calls and develop a system where the caller can call him back between certain times of the day.

Roger should establish a period of time during the day when he does nothing but work on projects, write, plan, and think. Many industries call this the "quiet hour," when there is very little movement, drop-in visitors are politely

sent away, and no phone calls are received or made.

Roger should also plan his appointments back-to-back at a certain time of the day so that he can prepare for his meetings and appointments during a particular block of time and gear his mind to meeting with others at other times of the day.

In addition, Roger should leave about 25 percent of his time unscheduled to handle emergencies, to deal in crisis management, and to allow some flexibility when another manager who is untrained in time management techniques calls and cancels a previously scheduled meeting or says he will be 45 minutes late because of unforeseen problems.

Perhaps we have done a little to at least begin helping Roger and you. Maybe we have begun to help identify a national problem but it is one problem that really has some solutions.

If you can admit that you suffer from being a time hostage and are willing to apply some of the basic time management principles discussed here, perhaps you can begin to make time a valued ally that can become a great weapon for you.

Remember, time can be a great resource—once it is mobilized and organized. And like most great forces, when it's on your side it is powerful and dynamic, but when it's against you it can be devastating.

It is your decision and your time.
Do it now!

William T. Brooks is the vice president of the Time Management Center in St. Louis, Missouri and will be a speaker at the upcoming 1984 NESRA conference in Colorado.

This article reprinted from Western New York Magazine.

The Present Strength of Corporate Physical Fitness Programs

by Jack Kondrasuk, Bill Houston, Phil Johnson and Dick Berger

There is a need. Heart attacks, sickness, accidents and stress take their toll on employee productivity. They can result in employee deaths, turnover, absenteeism, less motivation and lower physical capacity.

Something is being done. Individuals—and companies—are embracing physical fitness programs. John Naisbitt, in his popular book *Megatrends*, states that almost one half the people in the United States exercise; the percentage exercising regularly has doubled since 1960. Health clubs, fitness centers, health spas and exercise centers are multiplying like rabbits.

Employees of companies are getting involved. Employees of a bus company in Portland, Oregon raised \$24,000 for a company physical fitness center. And companies are getting involved. The Hospital Corporation of America pays employees to exercise, four cents every mile they bicycle and 64 cents for every mile they swim.

Many employee services and recreation managers are very much involved in their company's physical fitness program or are thinking of starting one. Companies like Pepsico, Xerox and Kimberly-Clark, with its \$2.5 million fitness facility, have made headlines with their physical fitness programs.

Despite all they've read, many employee services managers still harbor questions about corporate fitness: Are we keeping up with what's going on? What else could/should we offer in our physical fitness program? What services and techniques are most effective? To answer these questions and provide more information on fitness, a national survey was conducted.

The national fitness survey was directed at those most knowledgeable about the corporate fitness program, the program director. Questionnaires were sent to all professional members of the



Association for Fitness in Business (AFB).

The sample consisted of 226 respondents; more than 75 percent held the job title, "Director of Physical Fitness Program." More than half of the survey respondents (54 percent) had a master's degree; 28 percent held a bachelor's degree; and 13 percent received a doctoral degree. Nearly half of the degreed professionals (43 percent) received their degrees in physical education. Nineteen percent of the respondents held degrees in physiology or kinesiology.

Responses to the survey were received from all standard industrial classification groups. The responses were fairly evenly distributed among different size organizations and from all geographic areas of the United States. Thirty-two percent of the respondents were employed by service industries; 23 percent by manufacturing industries; 16 percent by finance/insurance/real estate organizations; eight percent by wholesale or retail trade industries; six percent by transportation, communication or utilities; five percent by the federal government and three percent by a state government.

Twenty-six percent of the survey respondents were employed by companies with 1,000 to 4,999 employees; 21 percent by companies with 5,000 to 49,000 employees; 15 percent by 500 to 999 employees and 100 to 499 employees; 14 percent by one to 99 employees and nine percent by companies with 50,000 or more employees.

STAFF, FACILITIES, SERVICES

Data collected from the survey reveals that physical fitness programs are proliferating, interdisciplinary and offer a variety of facilities and services. The programs are growing at an accelerating rate with about 75 percent starting since 1975 and only seven percent before 1965.

The fitness programs staffs ranged in size from one to 100 employees; the most common staff size was three or four. The directors of the programs usually reported to an administration department; in fact, four percent reported directly to top management. Staff members included the following: exercise physiologist (65 percent), clerical (39 percent), physician (28 percent), physical education/health specialist (28 percent), nurse (26 percent) and physical therapist (eight percent).

The facilities and services offered were rated as quite extensive. Most of the organizations either provided elaborate outdoor facilities and/or some exercise rooms in a building (41 percent) or provided a whole building primarily for physical fitness (34 percent). Ten percent only sponsored company teams while nine percent provided only minimal outdoor facilities, such as a basketball hoop in a parking lot. An additional six percent used other approaches such as community recreation or YMCA facilities.

EVIDENCE

Specifically, most responding companies provided showers (89 percent), exercise and weightlifting rooms (88 percent), lockers (87 percent) and tracks or running courses (66 percent) to their employees. Another 43 percent offer the workforce basketball or tennis courts, 32 percent offer swimming pools and 31 percent offer handball or squash courts. Other facilities made available include saunas, whirlpools, bicycle/rowing/treadmill machines, softball/soccer fields, golf courses and walking trails.

Today's fitness programs are more than an exercise class or two. Ninety-seven percent of the respondents also instruct participants in exercise; 88 percent provide feedback to participants; 85 percent monitor participants' progress; 82 percent conduct pre-testing and evaluation; and 26 percent offer other services such as alcohol and stress programs to their employees.

PARTICIPATION

While employee participation in company fitness programs is growing, it could more than double in terms of use. Most companies allow all their employees to participate on a voluntary basis. About 55 percent of the workforce does participate, but 30 percent of the participants drop out within their first year.

In general, employees participate on their free time (67 percent) rather than company time (33 percent). The users of the programs represent a good cross section of the workforce: 32 percent represent management, 31 percent are professional/technical, 21 percent are clerical and 16 percent are blue collar employees. The typical age of fitness program participants is 35, and 60 percent are male.

FITNESS PROGRAM GOALS

As expected, the main goals of corporate fitness programs is improved employee health and physical fitness. Respondents generally rated organi-

zational-oriented or financial goals lower than individual-oriented or physiological goals. Improving employees' strength, endurance, productivity and nutritional habits, and reducing their weight, stress, absenteeism, medical costs and smoking are also important goals of fitness programs.

How effective were the organizations in achieving the goals for their fitness programs? Ratings for overall success were very high. No respondents felt their programs hurt their organization; in fact, most felt a positive change was achieved. Most respondents stated that their programs helped somewhat (54 percent) or helped greatly (31 percent).

The four most frequently chosen goals (improved health and strength and reduced weight and stress) were also the four rated highest on achievements. At least 76 percent of the respondents stated their programs helped achieve these goals.

The goals that were related more directly to corporate profits were rated as being helped in no more than 38 percent of the cases. For instance, only 14 percent of the respondents stated that their program helped reduce health and life insurance premiums. The results for the financial goals were rated as "unknown" by the majority of the respondents.

THE FUTURE

Survey respondents were also asked to predict how their fitness program would change in the future. Almost 80 percent stated there would be an expansion of their fitness programs. Only 2 percent believed their programs would be reduced or eliminated.

The strengths of present fitness programs (high success ratings) and their weaknesses (high dropout rates) suggest that future programs should build on the goal achievements and try to eliminate the drop-out rates.

It is clear that more needs to be done to directly relate the physical fitness program to achieving the overall goals of the organization. Top management must be convinced that physical fitness programs are definitely related to increased employee productivity, lower absenteeism, and other outcomes equated with long-term organization profitability.

Physical fitness programs have grown fast and strong. They have met prior challenges with their strength and resiliency. Similarly they must—in the not-too-distant future—show all those involved that physical fitness programs do contribute to employee development and organization success.



Jack Kondrasuk, Bill Houston, Phil Johnson and Dick Berger teach in the University of Portland's School of Business.

Response	Goals	Results			
		Hurt	No Change	Helped	Unknown
95%	Better Health	1%	87%	12%	
82%	Better strength and/or endurance	1%	87%	12%	
81%	Fewer overweight	3%	85%	12%	
79%	Reduce dysfunctional stress	2%	76%	22%	
70%	Greater productivity	1%	38%	61%	
68%	Better nutritional habits	8%	63%	29%	
66%	Less absenteeism	6%	32%	62%	
63%	Lower medical costs	1%	8%	25%	66%
62%	Less smoking		9%	64%	27%
49%	Decreased turnover		14%	21%	65%
42%	Better sleeping habits		7%	29%	64%
38%	Fewer accidents, injuries	1%	12%	19%	68%
37%	Lower health/life insurance premiums		14%	14%	72%
34%	Lower workers' compensation costs	1%	12%	9%	78%

Launching the Corporate Health Fair

by Kevin Okerlund

Health awareness. Employee wellness. Physical fitness. How many times have health and fitness professionals heard those terms?

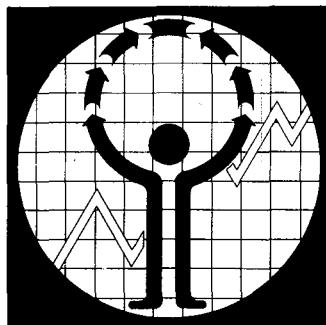
In a time when the business community pays 40 percent of an astronomical \$200 billion dollar medical bill,¹ more and more corporations are turning to fitness programs for their employees. The monetary benefits from decreased insurance costs and increased productivity are enough to necessitate a shift towards employee wellness programs, designed to increase the health awareness of the corporate worker. But how many of these awareness programs extend beyond physical workouts?

Health awareness should involve all aspects of health as it relates to the human organism. Programs should include courses in stress management, nutrition/weight control, drug/alcohol abuse, family counseling, smoking cessation and lifestyle modification.

To offer instruction in all areas of health involves considerable time and effort, in addition to money. And many corporations do not have the money, staff, or facilities to run a complete health awareness program. But there is another option available that will allow companies to educate employees and allow them to take advantage of preventive health services. The inexpensive solution does not require extensive facilities and can be directed and organized by one individual; the answer lies in a health fair.

DEFINING A HEALTH FAIR

A health fair is an event that makes available to a population information pertaining to health and wellness. Exhibits, medical screenings and demonstrations are several of the various means of dispersing information to participants. By bringing together all



available organizations at the same site and at the same time, health information can be readily accessible to a large number of people. On November 11-12, 1983, Texas Instrument's Texins Association sponsored a health fair that attracted 12 participating agencies and nearly 500 participants free of charge.

Registration, health education, health screening, summary and referral and follow-up are the five major components of a health fair.²

Registration involves the handling and processing of incoming participants. During registration, a three-part confidential participation form can be completed. This form should include a medical history questionnaire, a listing of all health screenings to be performed and room for comments. Also to be completed at registration is an informed consent and release statement. A pre-registration can be utilized depending on the number of individuals expected and the ability to process incoming participants.

Health education is achieved through exhibits, demonstrations, films, and speakers that inform health fair participants. Education can take place at every booth whether it be health screening, summary or referral. As many health-related areas as possible should be represented.

Health screening is utilized as a detection device. The idea is to detect abnormalities or diseases in their early

stages. The following five tests should be offered at any fair:

- height and weight
- blood pressure
- vision acuity
- anemia
- blood chemistry test

Ideally, a thorough health screening should be available. Tests for glaucoma, sickle cell anemia and oral hygiene, and breast exams, pap smears, pulmonary function, podiatric, hearing, and physical fitness tests can be offered.

A good health screening emphasizes the quality of testing instead of quantity. However, a health screening does not take the place of a physician's examination.

Summary and referral relies on trained medical personnel to advise, counsel and answer any questions an individual might have pertaining to his or her test results. Referral to the proper medical source will take place at this station upon detection of an abnormality. A listing of all possible community medical sources should be included.

Follow-up is completed two to three months after the health fair to determine if the participant understood the abnormalities detected, sought help for their evaluation, and if so, what treatment was undertaken. Follow-up should be done by telephone while forwarding a copy of the confidential participant information sheet.

DEVELOPING THE HEALTH FAIR

There are many facets involved in the development of a successful health fair. An itinerary listing all tasks that need to be completed aids in planning.

Health fair development is easily understood when dissected into five categories: site, date selection, organiza-

FITNESS/HEALTH BULLETIN

tion recruitment, volunteer recruitment, promotion/publicity, and financial involvement.

The first step in making a health fair a reality is the selection of a site and a date at which to hold the fair. A recreation center or a gym is a perfect site to conduct a health fair. If such facility is not available, the company cafeteria or several large conference rooms would work equally well. Appropriate site selection must take into account the size of the health fair. Allowing for 12 health stations for testing and information will eliminate the over- or under-abundance of space that takes away from the overall program.

Date selection is left up to the sponsoring organization(s). Scheduling a health fair free of conflicts with other activities is a must. The life span of a health fair depends upon employee availability; therefore, schedule the health fair at a time that gives all employees an opportunity to attend. Generally, the fair should run over two days and extend into the evening and possibly into the weekend; a Friday through Saturday program encourages entire families to attend.

Once a site and date have been selected, participating organizations can be recruited. The needs of the population dictate what organizations should be represented at the fair. Organizations such as the American Red Cross, American Heart Association, American Cancer Society, American Diabetes Association, American Lung Association, The Arthritis Foundation, and

Podiatry Societies, Dental Societies and Mental Health Associations are key resources to be tapped.

Recruitment of volunteers is another key factor in a successful health fair. Volunteers are needed for registration, health screening, exhibit maintenance and checkout. Depending on the station, a health fair requires medical and non-medical volunteers. Company medical department can provide a variety of resources and personnel. Most non-profit organizations will supply aides for their exhibits. Nursing colleges will furnish a wide range of medical volunteers if notified at least four months in advance of the event. Fire department personnel, such as emergency medical technicians and paramedics, are also helpful.

To gain maximum participation, a strong emphasis should be placed on promotion and publicity. Fliers, poster, bulletin boards and check stuffers have proven successful in attracting employee attention. Other promotion possibilities include ads in the corporate newsletter and lighted signs at strategic areas. Word of mouth is also a very good way to make this event known.

For all their benefits, health fairs are relatively inexpensive. Major expenses include: printing costs of forms, fliers, posters, and table tents; equipment rental (optional) of tables, chairs and lighted neon signs; lunch for volunteers; and postage for test results.

Typically, the total bill for a health fair is less than \$500, a small price for

delivering health awareness to the employee population.

Of course, the implementation of a health fair involves work, but it can reach every employee and be sponsored by any company.

Join the push for wellness in the corporate setting. Have a health fair. ☺

For more information on health fair implementation contact your local Healthworks³ office or the National Health Screening Council For Volunteer Organizations, Inc., 5161 River Road, Bldg. 20, Washington, D.C. 20016 (301) 657-8480

Kevin Okerlund holds a bachelor's degree in exercise physiology and recently conducted a health fair for the Texins Association of Texas Instruments, Inc. as a special project required for his internship.

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2. Healthworks, 9411 Connecticut, Kensington, MD 20895.
3. Ibid.

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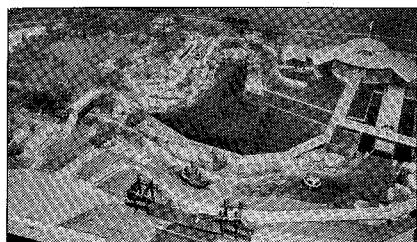
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NEW PRODUCT AND SERVICE GUIDE

Great America Announces New Attraction for 1984

Marriott's Great America in Gurnee, Illinois announces the addition of White Water Rampage, a unique and exciting river rapids ride that will premiere next May when the park opens for its ninth operating season.



White Water Rampage

The new, \$5 million addition has been designed to look like an authentic, natural river setting, and will take guests on a wild, five-minute adventure through three sets of white water rapids, a 120-foot long tunnel filled with special light, sound and animated effects, giant waterfalls, and bounce them over white-capped waves.

According to Patrick J. McDermott, Vice-President and General Manager of Great America, "White Water Rampage will add an important dimension to our park because of its broad, all-family appeal. The 12-passenger boats will allow family members and friends to share this fun and exciting experience together."

As riders begin their white water adventure, they'll enter a section of white-capped waves and approach a narrow, rocky canyon flanked on both sides by twin 12-foot high waterfalls. The boat then enters a high-speed 90° turn which propels it into a second set of white-capped waves before entering another section of rapids. Coming out of the rapids, the 12-passenger boat approaches a dark 120-foot long tunnel whose entrance is guarded by a sheet of falling water which shuts off seconds before a boat enters the tunnel.

As the boat exits the tunnel, it will enter another set of white water rapids which empties into a scenic lake. The calm is interrupted once more as the

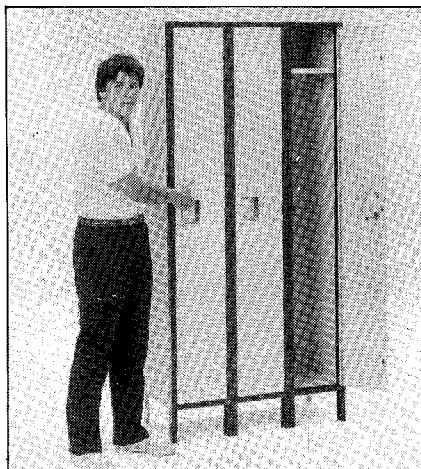
boat enters the ride's longest set of rapids. As the boat nears the end of its journey, it rushes by a giant 24-foot high waterfall. It promises to be one of the wettest and wildest attractions anywhere in the country, and is sure to be a favorite of every guest at Great America.

Write or call Marriott's Great America, P.O. Box 1776, Gurnee, IL 60031, 312/249-1776 for more information.

Penco's New 'Medallion' Locker Innovation in Acoustical Design

Penco's new Medallion series of hush-tone lockers represents an innovation in locker design and acoustical sophistication, according to the manufacturer.

The Medallion reduces operating noise by incorporating sound-deadening features, including reinforcing panels welded to the door interior filled with sound deadening acoustical material and cushioned rubber bumpers, a quiet lock-bar assembly with unique "spider" devices which serve to keep the latch channel from impinging on the door and rattling, according to Penco.



Penco's Medallion Lockers

Penco's "Medallion" lockers are attractively finished in a two-color-tone door and frame combination with a flush-front design that complements the most demanding building interior.

Door louvers are eliminated, and air flow slots in the top and bottom door flanges permit ventilation. Doors come equipped with the Penco heavy-gauge

zinc die-cast recessed handle featuring a plated stipple finish and a single finger lift as the only moving element.

A range of locker widths and depths are offered to satisfy virtually any building requirement.

For more information, contact Penco Products, Inc., Oaks, PA 19456.

New Top Safety Catalog Now Available

Hot off the press and ready for perusal is the new Top Safety 32-page catalog of first aid kits. This new easy-to-use catalog lists all available kits, refills, and component parts in logical sequence.

Covering all available products, the catalog lists additional items such as miscellaneous ambulance supplies, snake bite kits, aerosol specialties, insect and dog repellents, and a decontamination kit for radioactive spills.

For more information contact Top Safety Products at P.O. Box 1188 Center Moriches, NY 11934, 516-878-1336.

Exerglide Hits the Trail

It was only a few years ago that Exerglide began to "unchain" playgrounds throughout the country. Now, the patented, chainless swing has caught the interests of exercise enthusiasts.

Designed originally as a revolutionary new concept in swing-like playground equipment, the Exerglide has recently been discovered on fitness courses with a companion sign that explains the exercising sequence and benefits of exercising on Exerglide. A co-ordinated push-pull effort required to swing the unit "warms up" or "cools down" muscle groups prior to or after workout on a fitness course. Adults or kids of any age or fitness level can benefit from isometric and isotonic exercise while "swinging."

The Exerglide can enhance any fitness course or can be purchased as a work-out station in itself.

Exerplay Industries is located at 1745 South Holbrook Lane, Tempe, Arizona.

The NESRA

NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Jim Mowery—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 257-1017.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except July and December. Contact Pat Yandell—(214) 234-7679.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the last Thursday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Randy Schools—(301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact Ralph Ferrara—(612) 540-7370.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terry Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Sandy Clark—(716) 328-2550 ext. 5570.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San the month. Contact Jim Christian—(619) 574-4753.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

CONFERENCES & EXHIBITS

"Prospecting For Knowledge," the 1984 NESRA Conference and Exhibit, will be held May 17-20 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado. For more information, contact NESRA headquarters: 312/562-8130.

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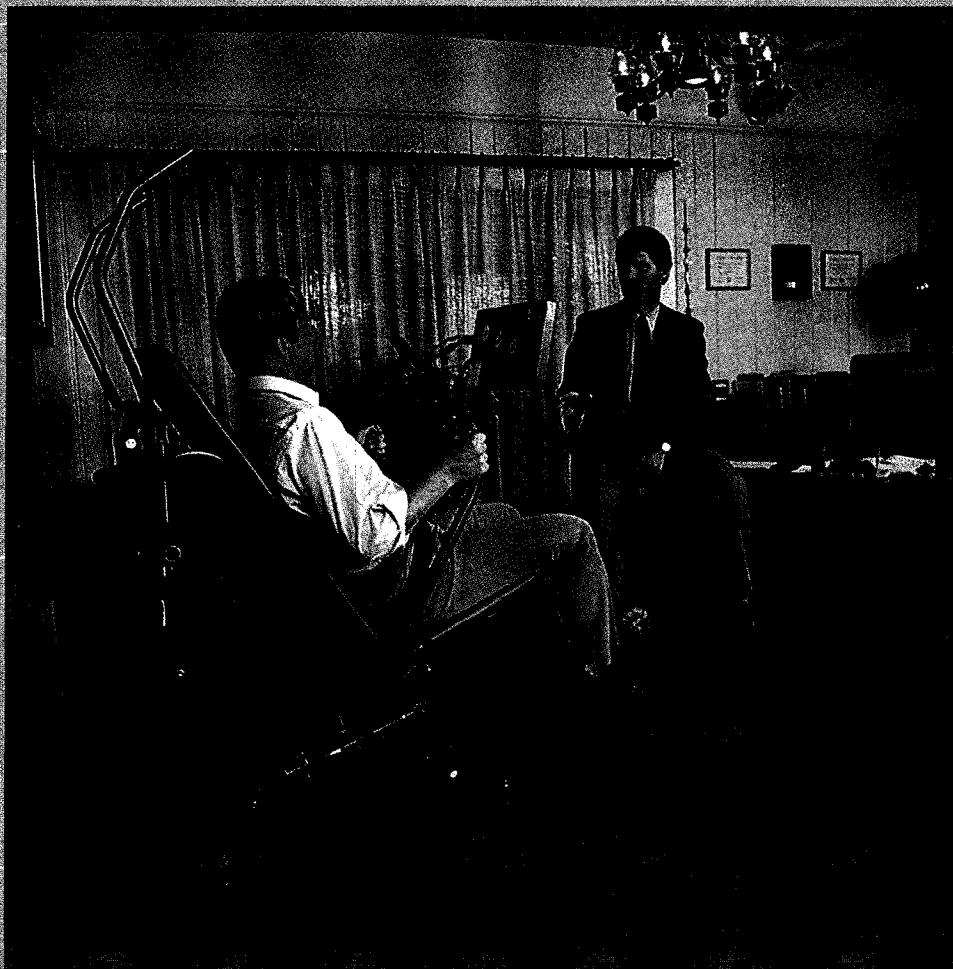
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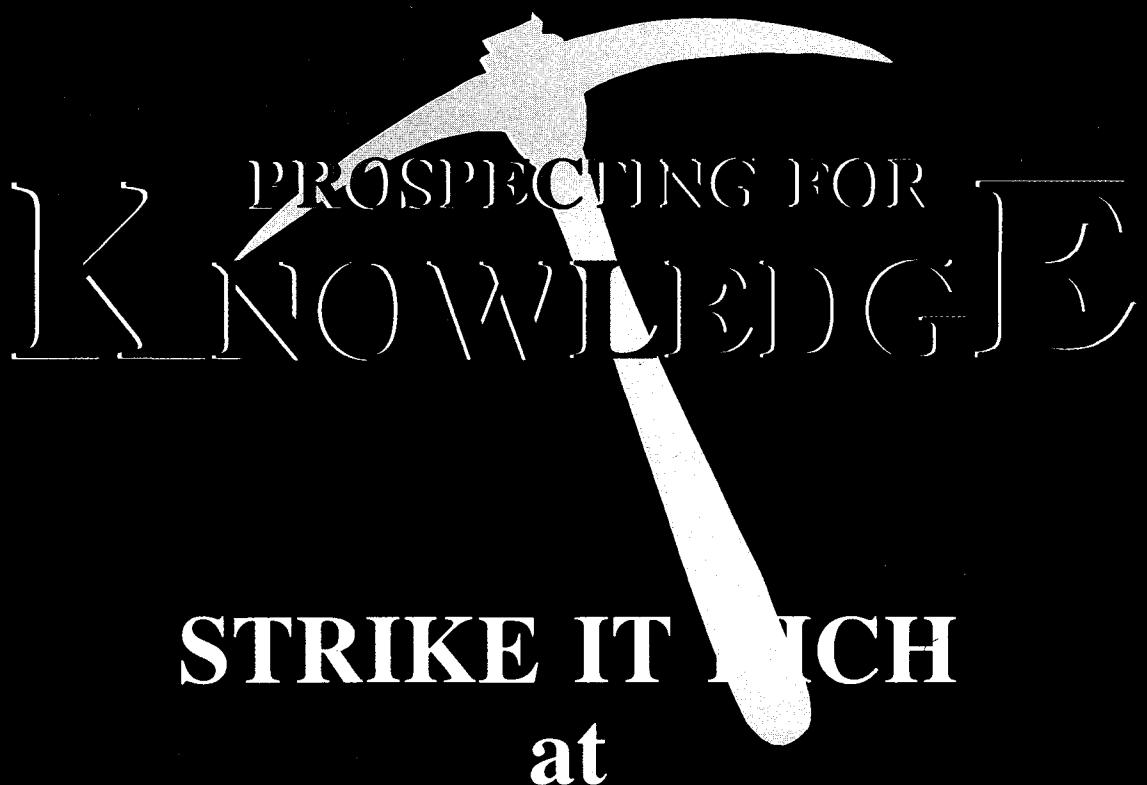
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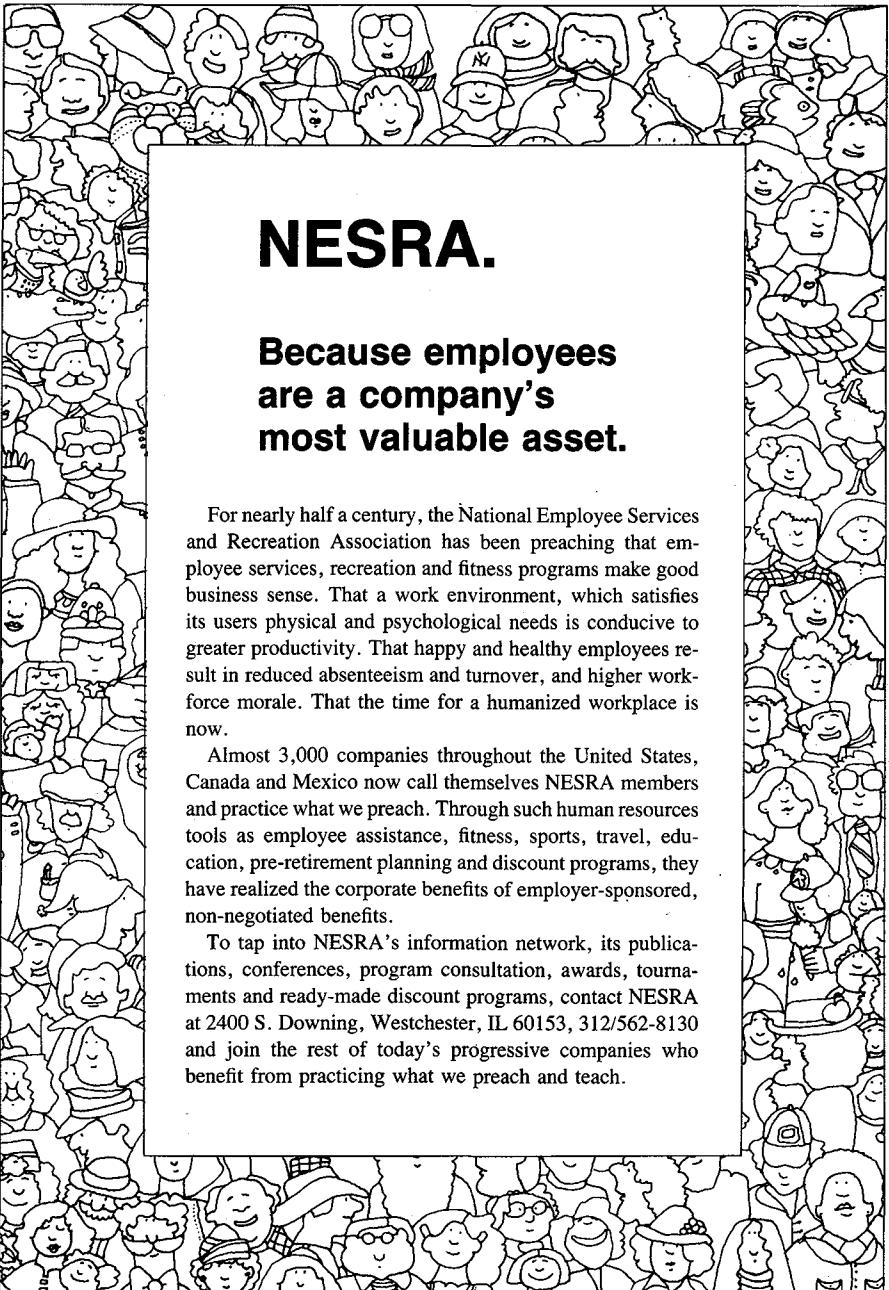
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PROSPECTING FOR KNOWLEDGE

The total conference experience.

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Breckenridge, Colorado

The 43rd Annual Conference & Exhibit of the National Employee Services and Recreation Association.

Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

Volume 27 • No. 2

In this issue . . .

The total conference experience. It means educational opportunity, idea exchange and establishing contacts in a professional and pleasant atmosphere. It promises personal and professional growth through broadened horizons. It is also what *ESM* readers can expect at the 43rd Annual Conference and Exhibit of the National Employee Services and Recreation Association. "Prospecting for Knowledge." Held May 17-20, the 1984 conference site is the Beaver Run Resort and Conference Center in Breckenridge, Colorado, a town every bit as rich and fascinating as the gold responsible for its birth.

Employee services and recreation managers, human resources professionals, fitness directors and employee association leaders attending the conference will feast on a smorgasbord of ideas and information presented by experts and professionals in areas such as computer management, workforce trends, corporate fitness and health, employee services and productivity, program safety, the psychology of sports, program evaluation and management techniques.

As in years past, this conference guarantees what people in employee services, recreation and human resources have come to expect from NESRA: working knowledge that will help them in their jobs and in their careers.

PROSPECTING FOR
KNOWLEDGE

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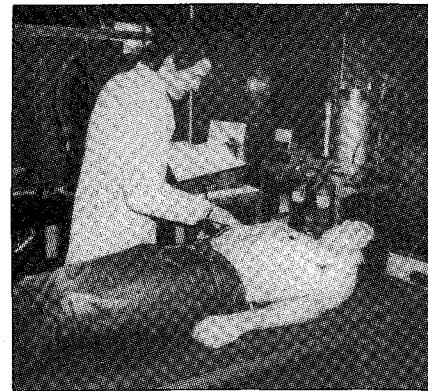
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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Know us by the companies we keep

**NESRA**

The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Nearly 3,000

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.

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NEWS IN BRIEF

Cigarettes: Up in Smoke?

After being told for almost 20 years that the Surgeon General has determined that smoking is dangerous to our health, people finally seem to be getting the message according to the *Chicago Tribune*. *Industry Week* reports that the smoking of cigarettes declined by 5 percent from August, 1982 to August, 1983, mainly because of a 25 percent increase in prices.

"The tobacco industry is in a state of decline," said Dave Goldman, an analyst who should be listened to because he works for E. F. Hutton & Co. "I think consumer demand for cigarettes will soften year after year after year."

The decline in consumption disproves the conventional wisdom that smoking is unaffected by price increases. The recent price hike has accelerated a trend that started for a variety of reasons, Goldman said. Five states regulate smoking in the workplace, and 31 states have laws to limit smoking in public.

Despite a \$1 million campaign by the tobacco industry, voters in San Francisco passed a strict no-smoking referendum that calls for numerous concessions to nonsmokers on the job and gives preference to nonsmokers over smokers in the case of a dispute. Violators are subject to fines of up to \$500, as compared with the wrist-slapping fines of \$50 in other cities with these laws.

When such laws are enacted, however, Americans become stubbornly attached to their vices. No, Goldman says, the cause of the decline of smoking is also attributable to simple numbers. The most important factor in the decline is the concentration of smokers in the 55-and-older category, who are dying out. Their children and grandchildren are not picking up the habit.

Although the future looks unpleasant for tobacco companies, shed no tears. Revenues at R. J. Reynolds Industries Inc., which makes about half of its money from cigarette sales, are up 25 percent from last year, to \$7.4 billion.

Pre-Retirement Counseling A Necessary Program, Says Actuary

Pre-retirement counseling can go a long way in helping employees to bridge the gap in their lives between pre-retirement and post-retirement years, according to William Xanthos, vice pres-

ident and consulting actuary for the Los Angeles office of A. S. Hansen, Inc.

Speaking at the 29th Annual Educational Conference of the International Foundation of Employee Benefit Plans (IFEBP), Xanthos suggested that corporations and unions set up intensive retirement planning programs that provide information on financial, health

(continued on following page)

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NEWS IN BRIEF

and life planning.

"A major element in a retiree's financial life is Social Security," he said, and explained that the Social Security Administration has staff available to appear before retirement planning groups to discuss the technical details, such as coverage requirements, collection of benefits, the earnings test, etc. "Someone who is about to make decisions concerning his Social Security benefit would want to consider these questions carefully," he said.

In explaining pension benefits—"the cornerstone of any retirement planning program"—pension plan administrators, managers and/or consultants should be utilized, Xanthos said. "Here you would want them to discuss the amount of the pension, how it is determined, what years of service are used and if the plan is pay related, the basis of pay used. Plan sponsors would like to have the retiring employee understand that the pension benefit is calculated on a rational basis, intended to reward him

for long years of service," he said.

Other pension issues for discussion should be early retirement vs. normal or late retirement, optional forms of benefits under the plan, etc.

Xanthos said that topics of vital interest to a potential retiree are taxation and legal affairs, including estate planning. "In order to present these topics fully it would be appropriate to invite an accountant, attorney or financial planning specialist to lead the discussion."

Health and insurance considerations, along with life planning are other important elements in a pre-retirement planning program, according to Xanthos, and should be explained in detail by experts in those fields.

More Women Than Men Overweight in America?

American women are more likely to be overweight than men, reports the American Council of Life Insurance. Among adults, 23 percent of women are obese compared to 13 percent of men.

Obesity, defined as weight that is 10 to 20 percent above the normal range for one's age, sex and height, is a risk factor for diabetes, gall bladder disease and hypertension. For smokers, it can contribute significantly to heart disease.

Spending Federal Dollars

While defense spending has more than doubled since 1979, federal spending for human resources programs such as Medicare, Social Security and education has only jumped by 22 percent, reports *USA Today*. (See below.)

Low Morale Hits Middle Management

Middle managers suffer from low morale, a new study suggests.

A poll of 1,500 managers by the American Management Association and reported by the *Wall Street Journal*, finds that only 33 percent trust top officials. Disaffection with corporate leaders is greatest among those aged 51 to 55. Middle managers also express frustration over inadequate decision making duties. They believe "a more complete and accurate information network" could best raise their morale and job satisfaction.

George Breen, a marketing consultant who conducted the study, says it suggests a need for "a change of attitude" by corporations to remove "almost a Berlin wall" between upper and middle management.

At General Electric, in-house surveys of supervisors and professionals prompt a new emphasis on small-group sessions with senior bosses and lessened use of generalized written material. Some concerns' hard times may have led top management "to grab control" from middle managers, hurting their morale a GE personnel man speculates.

Inactivity Hastens Aging; Exercise May Slow It Down

Aging may result more from lack of exercise than from the number of years one can count on the calendar, concludes Walter Bortz, M.D., writing in the January/February 1984 issue of *Running & Fitness*, the official publi-

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1980	\$127.0 billion	\$109.0 billion
1981	\$149.8 billion	\$120.0 billion
1982	\$175.3 billion	\$115.1 billion
1983*	\$201.8 billion	\$122.9 billion
1984*	\$231.4 billion	\$115.5 billion

*Estimate

Source: Office of Management & Budget, General Accounting Office

NEWS IN BRIEF

cation of the American Running and Fitness Association.

"A great deal of what passes as change due to age is not really that at all, but rather the result of inactivity," says Bortz, president of the American Geriatrics Society and co-chairman of the American Medical Association's Committee on Aging.

Exercise is now listed as valuable for numerous medical conditions, including coronary artery disease, hypertension, obesity, diabetes, osteoporosis, and depression.

"No single medical prescription bears such an impressive list of benefits as does exercise," Bortz writes. "Until recently a physician who prescribed exercise for a patient was labeled a kook. In the near future, a physician who doesn't prescribe exercise under certain circumstances will be guilty of malpractice."

Osteoporosis, a bone disease affecting older people, particularly women, is significantly retarded through exercise, explains Bortz. The condition is characterized by a reduction in bone density accompanied by increasing porosity and brittleness—the cause of many broken bones in older adults. Thought to result partly from a loss of calcium in the bones, osteoporosis is now often treated with exercise, which has been shown to diminish calcium waste.

Exercise also affects brain function by generating catecholamine and noradrenaline, chemicals that stimulate the nervous system, and dopamine, which affects a person's brain responses.

"Endurance exercises such as long-distance running increase these neurostimulants, which in turn may improve a person's mood, attention span, memory, and other basic brain functions," Bortz says. "The brain, no less than the rest of the body, is subject to the 'use it or lose it' law. As we allow ourselves to settle back into the brain-numbing existence found in many older life patterns, senility cannot be far behind."

Bortz, who cites studies in his article showing that 40 years' worth of inactivity can be recovered through exercise, reconditioning the heart and lungs

of a 70-year-old to those of a person in his or her 30's, gives the following advice to those who would rather ride than walk: "If we really want to find a fountain of youth, it seems very clear that we have a much better chance of finding it if we search on foot—rapidly!"

Putting the One Minute Manager to Work

Putting The One Minute Manager To Work, the management blueprint long awaited by millions who have adopted The One Minute Manager's "three secrets", is now available at bookstores. It is predicted to be the cabbage patch book of the publishing industry for 1984.

Worldwide acceptance for *Putting The One Minute Manager To Work*, by Ken Blanchard and Robert L. Lorber, gives testimony to the universal American management technique first introduced three years ago in *The One Minute Manager*.

The One Minute Manager, a national best seller in hardback for over a year and a half and now number one on the paperback charts, has changed and simplified the character and practice of American-style management. The book has been purchased by over two and a half million Americans and is now in print in 16 languages.

In *Putting The One Minute Manager To Work*, Blanchard and Lorber provide disciples of the One Minute Manager's style with specific skills which will positively influence the professional and personal lives of millions at home and on the job.

Putting The One Minute Manager To Work, provides techniques for goal setting praising and reprimands. The book demonstrates how managers and others can apply these concepts, on a systematic, day-to-day basis to achieve tangible, bottom line results.

According to Gordon W. Anderson, president of Santa Fe International Corporation, "The concepts presented in *Putting The One Minute Manager To Work* are guiding all our multi-national

work force. It is making a significant difference in our performance."

Written as a parable, *Putting The One Minute Manager to Work* provides readers with immediately useful managerial techniques. William A. Andres, chairman of the board for the Dayton Hudson Corporation, said, "Putting The One Minute Manager To Work deserves a praising. It's straight forward, concise and works!"

"By utilizing the concepts of *Putting The One Minute Manager To Work*, we not only increased productivity, significantly improved safety and absenteeism, but most importantly, developed more effective communications throughout the organization," stated Robert A. Elliot, former president and chief executive, Shiley, Inc., subsidiary of Pfizer, Inc.

Elliot concluded, "If you can only read two books this year, read this one twice!" *Putting The One Minute Manager To Work* is published by William Morrow and Company.

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CONFERENCE UPDATE

Continuing Education Workshops Available to Employee Services and Recreation Managers

Employee services and recreation managers can learn about the "Implementation of an Employee Health and Fitness Program" and "Program Evaluation" at two continuing education workshops sponsored by the National Employee Services and Recreation Association and offered before the opening of its 1984 conference and exhibit, "Prospecting For Knowledge," May 17-20 in Breckenridge, Colorado.

The two workshops will run concurrently from 9:00 a.m. to 4:00 p.m. on May 16 at the Beaver Run Resort and Conference Center, site of NESRA's 43rd Annual Conference and Exhibit. Participants in each in-depth and interactive six-hour workshop will receive a certificate and NESRA-registered continuing education units.

After learning how to analyze their corporation's current health care needs to develop top management support, employee services managers attending the "Implementation of an Employee Health and Fitness Program" workshop will explore program develop-

ment through employee surveys, needs assessments and priorities and participate in hands-on demonstrations of medical pre-screenings, fitness testing and activity sessions. Participants will also learn how to effectively implement and evaluate a wellness program.

Coordinating the workshop is Mike Bass, coordinator of Phillips Petroleum Company's fitness and health programs. Coordinator of NESRA's 1983 fitness workshop, Bass is also an advisor to LIVING WELL, Inc., an organization that assists businesses and industries with the implementation of health and fitness programs for their employees.

NESRA's second continuing education workshop, "Program Evaluation" will take employee services and recreation managers through the evaluation process using their own employee services and recreation programs as examples. Exploring front-end analyses and evaluation methods, workshop participants will learn how to determine if a program is worth its

costs and how to use an evaluation as a sales tool and means of quality control.

Scarvia B. Anderson, Ph.D. will teach the "Program Evaluation" workshop. Dr. Anderson is an independent consultant in human assessment and program evaluation and an adjunct professor in Georgia Institute of Technology's School of Psychology.

Because enrollment for the workshops is limited to approximately 30 participants in the fitness workshop and 25 participants in the evaluation workshop, pre-registration is required. Eligible registrants must be currently administering an employee services and recreation program.

The costs for each workshop includes lunch and beverages during session breaks: \$100 for registered conference delegates and \$125 for non-registered delegates. Separate registration from the NESRA conference is required for the continuing education workshops.



CONTINUING EDUCATION WORKSHOP REGISTRATION

Make checks payable to NESRA. Send registration to NESRA Headquarters, 2400 S. Downing Avenue, Westchester, IL 60153. Registration Deadline: April 15, 1984.

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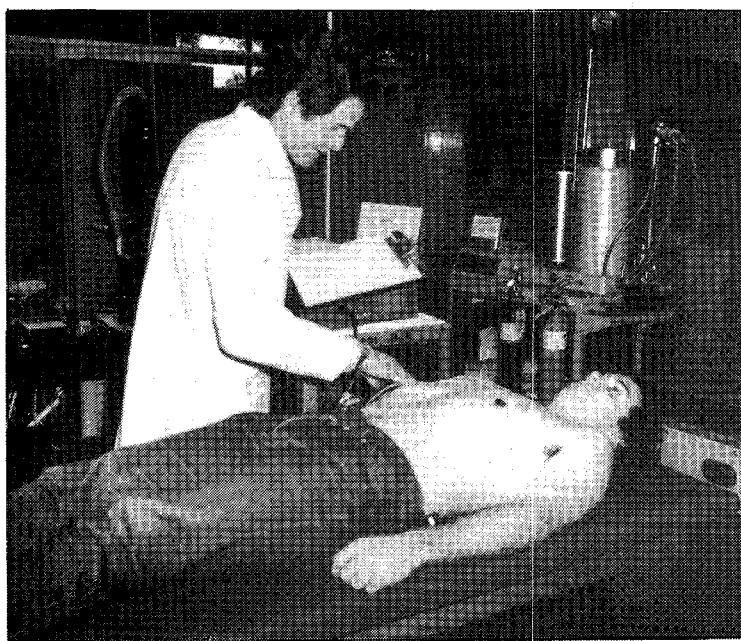
When employee services and recreation managers enter the board room to gain support for their programs, they must speak the language of top management: facts, figures and bottom-line results. But in human resources, measurements are not always easy to come by. How do you quantify morale or job satisfaction to prove the benefits of employee programs?

Craig Finney, Ph.D., a professor of recreation and leisure studies at California State University/Northridge, has measured stress levels and task performances and found that recreation can be used as a mechanism to reduce stress within the work environment, thereby increasing workers' efficiency and productivity.

His research data is the kind of ammunition employee services managers have long been denied. Only since the 1970's have academicians given employee services any attention. And only in the last few years have researchers outside the field of recreation taken a serious look at the impact of employee services on business productivity.

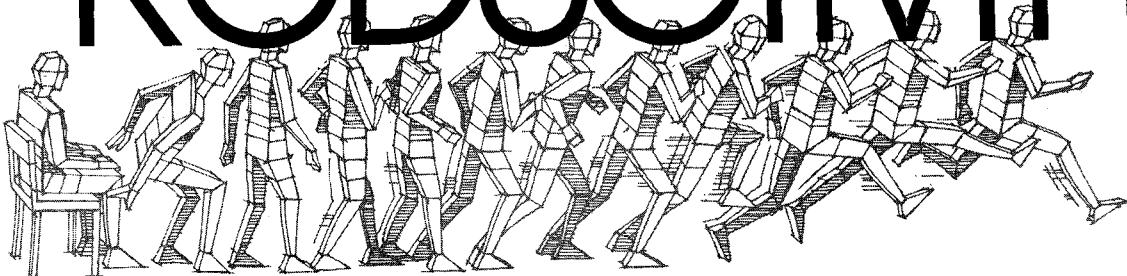
Finney's research has already gained notice from both the academic and business communities. His data is helping put employee services and recreation on every human resources map. Finney will present the results of his latest research efforts on May 20, 1984 at the 43rd Annual Conference and Exhibit of the National Employee Services and Recreation Association, held in Breckenridge, Colorado.

Employee Services Management recently spoke with Dr. Finney and obtained a preview of his long-awaited results.



The research of Craig Finney, Ph.D. points to a direct link between stress, recreation and productivity.

PRODUCTIVITY



ESM: What is the relationship between stress level and job performance?

Finney: The research that I and others have conducted points to a very direct relationship between stress and performance. There is an optimum level of arousal, where the human organism performs at its best. Here, the stress level is low enough to be controlled and high enough to serve as a motivator. From that point, as the stress level becomes weaker, performance will drop off. And, if the stress level becomes weaker, the performance will again decline.

Some degree of stress is needed for everyone to function. But too much stress or too little stress (boredom) hampers performance. We have found this to be true in all of our research.

ESM: What evidence do you have proving that a reduction in stress increases workers' efficiency and productivity?

Finney: In my most recent study, subjects completed complex work tasks and exhibited significantly high levels of stress, as measured by researchers. We then allowed the subjects to play or recreate and again measured their stress levels. This time, the levels were substantially lower and remained lower even while the subjects performed a second work task. Throughout the second task, these subjects exhibited both low stress levels and high performance levels.

The control group followed the same pattern of work tasks but did not participate in a recreation session. When we compared the stress and perfor-

mance measurements with the group that did recreate, we found the group that "played" performed three times or 300 percent better than the group that did not play or recreate.

In another study I conducted in 1979, results showed that both workers who recreated and those who did not actually perform the same amount of work, but those who recreated were more consistent in their performances.

Other researchers also have evidence that indicates over-stress diminishes performance. Glass and Singer have consistently found that when stress levels are returned to a normal level, performance is magnified.

ESM: It's easy to see recreation as an outlet for highly-stressed individuals. But how can stress motivate individuals to bring stress levels up from a state of boredom?

Finney: The fascinating thing about recreation is that it has the ability to both arouse and stimulate participants and de-arouse or de-stimulate them. Recreation activities excite participants, bringing the stress back to its optimum level.

ESM: Specifically, what kinds of things cause stress in the workplace?

Finney: Research has shown us that a lack of autonomy or control over tasks, too much or too little responsibility, changing shifts and a negative attitude toward work can result in stress. Other stress variables include noise level, temperature and lighting.

"When we compared stress and performance measurements . . . we found the group that 'played' performed three times or 300 percent better than the group that did not play or recreate."

(continued on following page)

◆ INTERVIEW ◆ INTERVIEW ◆ INTERVIEW

"If we look at countries that have built employee recreation programs into their work environments for many years—like Germany, Switzerland and Japan—we see a quality of work life that appears to be better than America's."

ESM: How prevalent is stress in the workplace?

Finney: Research results strongly suggest that the majority of American workers are subjected to high levels of stress frequently. This, of course, affects their performance.

ESM: How does this compare with other countries?

Finney: If we look at countries that have built employee recreation programs into their work environments for many years—like Germany, Switzerland and Japan—we see a quality of work life that appears to be better than America's. While our quality of work life seems to be lower, we are gaining momentum in enhancing the quality of work life through the establishment of more employee benefits, like recreation and fitness programs.

ESM: How do you measure stress? How do you know at what level stress no longer serves to motivate, but rather hamper job performance?

Finney: Physiological tests, such as blood pressure, urine analysis, respiration and pupil dilation, can be performed to measure stress.

Subjective questionnaires can also be used. I have used these in my research and found them to be very reliable, valid and simple to administer. These questionnaires elicit subjects' immediate emotional response by having them indicate their agreement with statements such as "I feel calm," "I feel scared," or "I feel uncomfortable."

Behavioral manifestations by the subjects can be observed to measure stress. For the average person, things like headache, lower back pain, high blood pressure, increased heart rate, hypermobility, the occurrence of nightmares, an increase in the use of drugs, alcohol or tobacco, excessive eating or the total loss of appetite, feelings of anxiety and frustration and an inability to concentrate can all indicate that someone is under higher-than-normal stress levels.

ESM: Are all stresses alike?

Finney: No. There are two types of stress: eustress and distress. Both stresses create wear and tear on the body as the body works to adapt. What we have found through research is that eustress doesn't wear the body out as fast as distress. With both stresses, physiological evidence is apparent, but the individuals' perception differs. Eustress does not create the psychological tension evident in distress.

ESM: Are certain individuals more prone to stress than others?

Finney: Everyone responds to stress differently. Our personality and the environment we subject ourselves to are indicative of our ability to cope with and adapt to stress. Past experiences are also important. There really are quite a number of variables. It's not as simple as Type A, Type B.

ESM: How much does stress cost American business each year?

Finney: To cover all the impacts of stress on work, we would have to include turnover, absenteeism, workers' compensation, poor time management, errors and training deficiencies. It's overwhelming and nearly impossible to come up with an exact or approximate dollar amount. We really don't understand stress enough. What we do know, however, is that it is costly, to the tune of billions and billions of dollars.

ESM: You support the notion that recreation and play can be used as stress-reducing mechanisms within the work environment. Have you seen it work in companies?

Finney: While I have not seen a comprehensive piece of research measuring recreation's role in reducing stress and all of its side-effects, I have spoken with employees and company managers who have found favorable results in their fitness and recreation programs.

ESM: Can recreation reduce stress in all companies?

Finney: Based on my research, I'm convinced that recreation programs can transpire in any type of environment and work well in any company. You don't need a lot of space or equipment for a simple recreation program.

ESM: What kind of recreation activities work well in a business setting to provide this kind of release?

Finney: It really depends on the type of stress workers are subjected to. Those engaged in cognitive work all day require a physical release. Conversely, those involved in manual labor can benefit from more passive or cognitive outlets, such as reading, gardening, meditating or playing chess.

The major cause of stress in American business is a lack of internal control. Therefore, stress can be reduced through recreation activities which allow the participant to gain internal control. Activities like jogging, aerobics or walking, work well and take into account an individual's own pace.

ESM: The empirical support from your research is crucial to gaining top management's support of employee services and recreation. With these results in hand, how should employee services and recreation managers approach their management?

Finney: With more research sup-

porting the organizational benefits of recreation, it is easier to show management what they most often demand: bottom-line results, such as decreased absenteeism, decreased turnover, increased job satisfaction and a reduction in stress. All of these conditions translate into management saving money.

Recreation programs are cost-effective. They result in workers who are more productive and stay on the job longer, are more satisfied and have fewer ailments. In the long run, I believe employee recreation programs more than pay for themselves by saving company dollars and making for a more productive workforce.

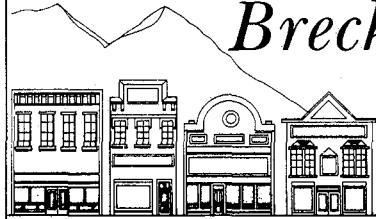
You have to show management that you can save them money. They're capitalists and that's what they want to hear, that you can decrease their expenses and make their income go up through employee services and recreation programs that justify themselves financially and enhance the quality of work life.

ESM: Can we expect more of this research in the future?

Finney: Most certainly. I expect even more research on employee services and recreation in the future. What is happening now is that the scope of this research is widening, with more academic areas studying this phenomenon. And this will focus a great deal more national attention on the importance of employee services to business productivity.

"In the long run, I believe employee recreation programs more than pay for themselves by saving company dollars and making for a more productive workforce."

Research like Finney's is crucial for employee services' growth.



Breckenridge: A Recreator's Paradise

by Beth Briestensky, editorial assistant

A gold pan, a small shovel, a few little pill bottles, tweezers and a small magnet are the equipment needed to pan for gold. Yet when "Prospecting for Knowledge" all employee services and recreation managers need to do is prepare for four days of education and socialization at the 43rd Annual Conference and Exhibit of the National Employee Services and Recreation Association in a town famous for its prospecting, Breckenridge, Colorado.

Conference delegates will find a wealth of history, recreation and cuisine in the conference host city.

It is difficult to imagine that as late as the mid-1950's, Breckenridge was frequently included in listings of Colorado's ghost towns. Actually, today Breckenridge is the only survivor of many villages and camps that once flourished in this mineral-rich valley.

It all began in the summer of 1859 when the cry "gold" was heard for the very first time in this particular section of the Rocky Mountains. A small party of prospectors had just crossed the Continental Divide and settled along the shores of the Blue River, at the base of Summit County. The gold rush drew more than 8,000 residents to the small mountain community named for the Vice President of the United States, John C. Breckenridge, to improve the town's ability to secure a post office.

Nearly a century later, the Breckenridge Ski Area was developed. The natural beauty of the mountain surroundings and the Victorian charm of the town's old buildings attracted an increasing number of visitors, many of whom elected to remain throughout the year.

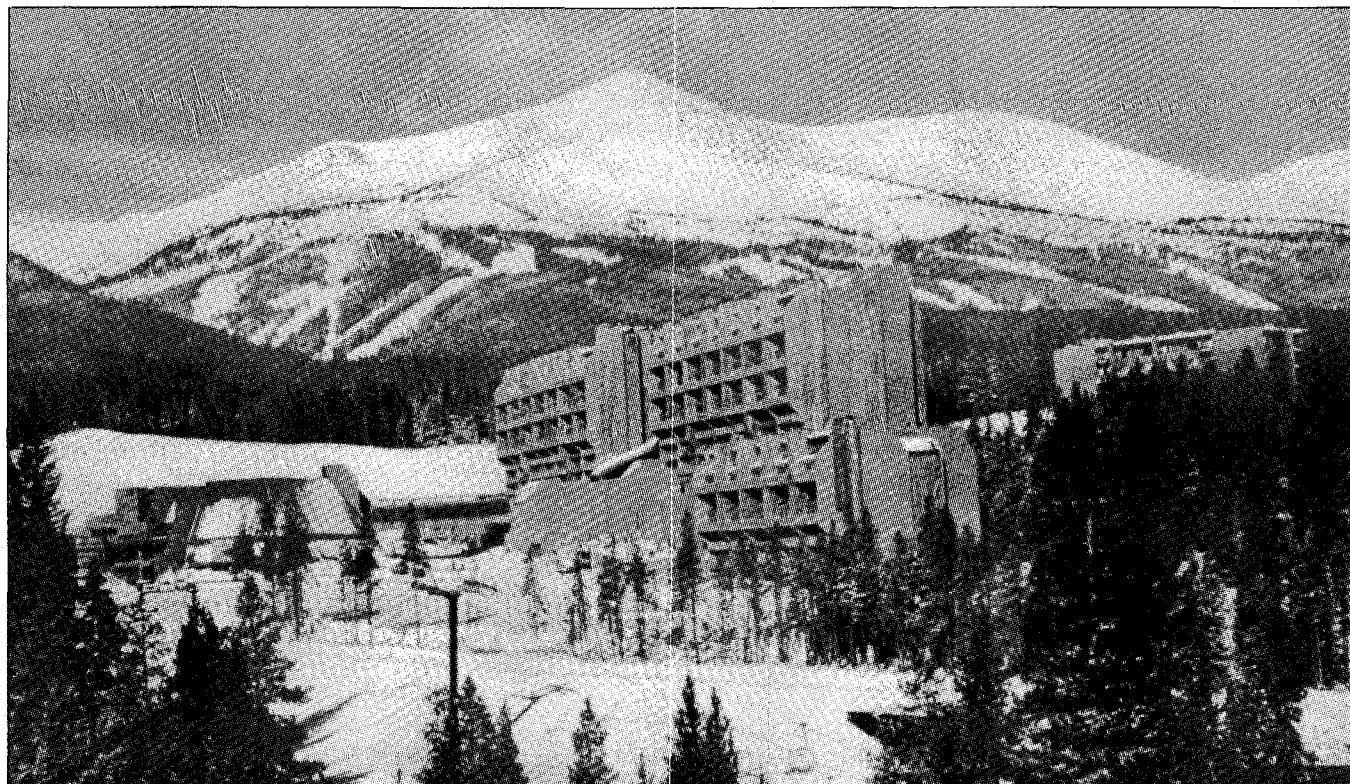
As more housing and amenities have

become available, Breckenridge has now come into its own as a major year-round destination resort, featuring many fine shops, restaurants, cultural events and world-class skiing.

NESRA conference attendees can expect temperatures to climb into the 60's and 70's May 17-20 though an occasional snowstorm has been known to tiptoe into the town in spring.

Guests at Beaver Run can conceivably spend all their leisure time enjoying the recreational opportunities at the resort. On-site recreational facilities include an indoor/outdoor pool, six outdoor hot tubs and indoor jacuzzi, saunas, steam room and exercise room, tennis and the world's largest indoor miniature golf course.

The Breckenridge Ski Area covers the twin peaks Eight and Nine in the Ten Mile Range. Though Breckenridge



Breckenridge: a town as rich as the gold upon which it was founded.

does not offer skiing in May, nearby ski areas will be open.

A newly developed 18-hole Jack Nicklaus golf course offers an excellent golf challenge to NESRA members. The golf course is located three miles north of the downtown area.

For the fishing aficionado there are fishing holes right in downtown Breckenridge. Local sporting goods operators can inform those interested about licenses and rules and provide some handy local tips.

To view the wildflowers and beautiful mountain scenery, which proliferate in Summit County, various means are available.

For those who enjoy horseback riding, stables are located in Breckenridge, Copper Mountain and Keystone. The horse trails promise a scenic ride through the mountains. Breakfast and/or chuckwagon dinner rides are also available.

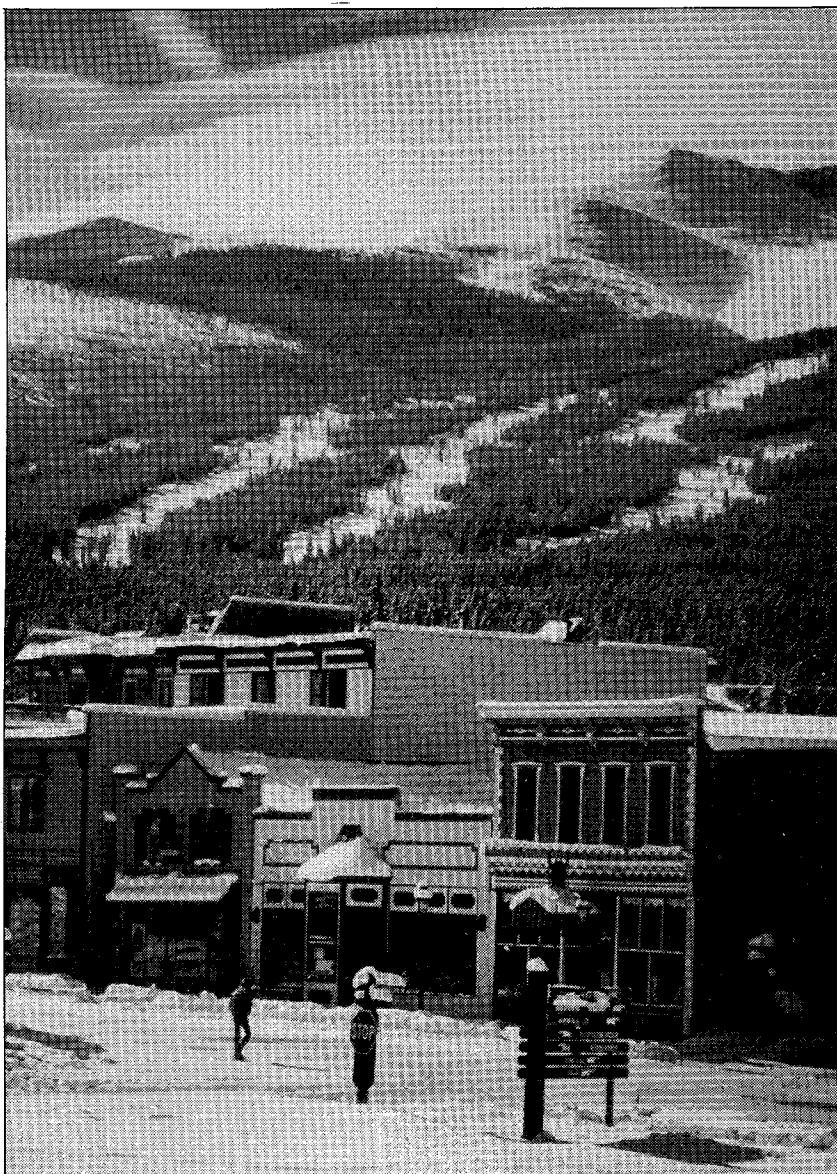
Whitewater rafting trips down the Arkansas or Colorado Rivers are close-by Breckenridge. For the first timers, the Colorado River trip travels through Rocky Mountain backcountry. The Arkansas River trip takes intermediate to advanced passengers through Brown's Canyon where the river steadily picks up speed.

Numerous hiking and backpacking trials offer exercise and beautiful views. Maps are available at sporting good stores in the area.

NESRA conference delegates can also tour the breathtaking country by passenger car with the aid of the Breckenridge Resort Association's Explorer's Kits. Ghost towns and historical spots, are within easy access. In addition, Jeep tours run by Tiger Run offer the opportunity to discover ghost towns not accessible by car. Call the Breckenridge Resort Association (BRA) at 1-800-221-1091 or 303-453-2918 in Colorado for information and reservations.

Bicycling, sailing and roller skating are also available to Breckenridge visitors. For NESRA members, BRA is also planning additional special events.

Even Breckenridge's array of restaurants promise to satisfy and excite everyone, even the most discriminating



Main Street Breckenridge, lined with century-old Victorian buildings, will celebrate its 125th-year anniversary this spring.

gourmet.

Beaver Run Resort offers restaurants and entertainment for all tastes: Cocktails and dancing at Tiffany's; live entertainment at the Coppertop lounge; cafeteria-style dining for breakfast, lunch, and dinner at the Coppertop restaurant; groceries and made-to-order sandwiches at the Deli Connection; elegant family-style dining at the Beaver Run Dining Room; and poolside and hot tub cocktails at the Beaver Club.

For those who enjoy pizza, "Colorado Style Pizza," a combination of the best from East, Central, and West is served at **A. D.A.M. GOOD PIZZA PLACE**. **FATTY'S**, the oldest pizzeria in Breckenridge, serves a Sicilian deep dish pizza along with an all-American pizza, with whole wheat crust

available. Both pizzerias offer take-out service to their customers.

Mexican cuisine is popular in Breckenridge with three restaurants serving authentic Mexican cuisine. **EL PERDIDO**, serving lunch and dinner, features comfortable two-level bar enticing visitors with plush chairs, lush plants, perfect margaritas and extraordinary appetizers. **THE GOLD PAN RESTAURANT** offers low prices and high quality. They serve continuously from 7:00 a.m. to 10:00 p.m. **MI CASA** offers \$5.00 liters of margaritas in their cantina from 2:00-6:00 p.m. along with other drink specials.

(continued on following page)

Gourmet and deli items can be found at **BAILEY'S WINE AND CHEESE** and **THE VILLAGE GROCERY AND DELI**. Bailey's offers over 20 sandwiches and subs to eat in or take out. The deli features specialty cheese, meats, coffees and various gourmet items. The liquor store offers more than 200 domestic and imported wines and 60 domestic and imported beers. The Village Grocery and Deli features fresh meats and seafood, assorted cheeses, pate and smoke fish. Mountain picnics and party trays are a few more of their specialties.

Delicious seafood is the specialty of **THE WHALE'S TAIL**. Well-known for their crab, lobster, shrimp and trout, the Whale's Tail is also acknowledged for fine steaks, and such new delights as scallops mornay, shrimp tempura and fresh salmon steak. The Tail's clam chowder and salad bar are a complete meal—or just a beginning.

For a new and exciting taste delegates may try the game specialties at **WHITNEY'S STEAK HOUSE**. Originally a log cabin in the 1860's, Whitney's offers buffalo, venison, elk, mountain lion and bear and is considered one of the finest steak houses in



The Breckenridge Detachable Quad chairlift, installed in 1981, is the first of its kind in the world. Located on Peak Nine, the Quad is capable of transporting skiers at the rate of 2,800 per hour, making it the highest capacity chairlift in existence.

Colorado. Whitney's also features barbecue specialties and 10 different beef steaks.

For atmosphere, reasonably-priced sandwiches and homemade soups **THE ANGEL'S REST SALOON** and **TILLIE'S RESTAURANT AND SA-**

LOON are the places to see. The Angel's Rest Saloon is one of Breckenridge's oldest establishments featuring an abundance of local color. Tillie's features a Victorian interior with a unique handcrafted teak-bar, marble bar top, and various pieces of exquisite stained glass, including an 8×8 masterpiece set in the pressed tin ceiling.

For a more elegant dining experience **MCCARTHY'S** and **THE TERRANCE AND CLIFTON'S** are just two restaurants that Breckenridge has to offer. McCarthy's, a small, intimate restaurant housed in a 100-year-old log building, specializes in apricot pork chops, and chicken and artichokes. The Terrace and Clifton's invites you to enjoy fresh fish, shell fish, steak specialties, and vintage wine.

All of these activities and restaurants are just a sample of what awaits NESRA members in Breckenridge. Assuredly, conference delegates will depart from this old mining town with their own riches.



Beautifully maintained bicycle paths make bicycling in Summit County a favorite spring and summertime sport.

For reservations and more information on dining and activities, contact the Breckenridge Resort Association. Out of state toll free 1-800-221-1091, in state, 1-303-453-2918.

K PROSPECTING FOR KNOWLEDGE



The 43rd Annual Conference and Exhibit
of the
National Employee Services and Recreation Association
May 17-20, 1984
at the
Beaver Run Resort and Conference Center
Breckenridge, Colorado

Exploring computer usage, the emerging workforce, corporate fitness and health, employee services, recreation and productivity, program safety, programming space, program evaluation and management techniques.

CONFERENCE PROGRAM

(Registration opens 1:00 p.m., Wednesday, May 16, 1984.)

Thursday, May 17, 1984

6:45 a.m.	Exercise Session
8:00 a.m.	Registration Opens
9:30-10:00 a.m.	<i>Familiarization to NESRA and the Conference</i> —An orientation session for first-time delegates, students, exhibitors, and new NESRA members.
9:30-10:00 a.m.	Speakers, Chairmen and Vice Chairmen Orientation
10:30-11:45 a.m.	Conference Opening/Annual Meeting and General Session— <i>Meeting the Recreation Needs of Today's Workforce</i> .
12:00 Noon-1:30 p.m.	NESRA Chapters' Eat and Meet
2:00-3:30 p.m.	Strategy Exchange—Informal discussion groups divided by size of company's program budgets, covering a wide variety of employee services and recreation topics.
4:00-7:00 p.m.	Exhibit Hall Grand Opening
7:30 p.m.	Informal Dinner, with entertainment provided by the Kingston Trio

Friday, May 18, 1984

6:45 a.m.	Exercise Session
8:30-9:30 a.m.	Regional Breakfasts
9:45-10:45 a.m.	Concurrent Sessions: (A) <i>Corporate Fitness—An Overview</i> —Outlining rationales for and benefits derived from employee fitness programming, the session offers practical models for all sized companies. (B) <i>Managing the Successful Move to Computers, Part I</i> —A look at how to program a computer to achieve maximum performance. (C) <i>Golden Waste Space</i> —Enlightening attendees to prospects of programming space they never thought they had.
11:00-12:00 Noon	Concurrent Sessions: (A) <i>In Search of Excellence</i> —The principles and effective techniques of sound managerial skills. (B) <i>Transition Awareness Process</i> —Informing managers on techniques to help them reduce the time it takes for new employees to become effective on the job. (C) <i>That Urge to Achieve</i> —Exploring the characteristics of high achievers.
12:30-2:00 p.m.	Management Luncheon/NESRA Awards Presentation
2:30-4:00 p.m.	<i>Understanding Yourself to Energize Personal Performance</i> —A unique and powerful session designed to enable each participant to identify specific work behavioral tendencies, capitalize on their strengths, and interact more effectively with others.

CONFERENCE PROGRAM

4:30–7:00 p.m. Exhibit Hall
7:00 p.m. On Your Own
Dine-Around in the town of Breckenridge (Optional)

Saturday, May 19, 1984

6:45 a.m. Exercise Session
8:30–9:30 a.m. Concurrent Sessions:
(A) *Your Employee Services Program—What's the Score?* Answering the questions: To what extent does the program serve needs versus wants? Does it contribute to productivity along with morale? Does it enhance employees' well being as well as the company image? How much are you getting for what it costs?
(B) *Managing the Successful Move to Computers Part 2*—Exploring computer hardware and software usage.
(C) *Promising Approaches to Health Promotion at the Workplace*—Informing attendees on how to promote healthy lifestyles on a shoestring budget, without facilities.
9:30–12:00 Noon Exhibit Hall—Closing Session/Door Prize Drawings
12:00 Noon–1:30 p.m. CESRA/CESRL Luncheon
12:00 Noon–1:30 p.m. Lunch on Your Own
2:00–3:30 p.m. *Lifestyle (Diet/Exercise) Relates to Health*—A look at the American lifestyle—how to change it and live longer.
4:00–5:45 p.m. Fun Run (Optional)
4:00–5:45 p.m. Computer Workshop (Optional)
7:15 p.m. Presidents' Ball Reception
7:45 p.m. Presidents' Ball—Entertainment—Dinner and Dancing

Sunday, May 20, 1984

6:45 a.m. Exercise Session
8:45–9:45 a.m. Concurrent Chapters Workshops
10:00–11:00 a.m. *Impact of Employee Services and Recreation on Productivity*—Presenting research that supports the positive impact employee services and recreation participation has on organizational behavior, including job satisfaction, turnover, absenteeism, communication, recruitment, retention and morale. This session also explains how practitioners can utilize the research to justify to management the need for employee services and recreation programs.
11:00–12:30 p.m. Conference Closing Brunch/*Personal Safety and Safety in Employee Recreation*
1:00 p.m. Buses Depart for Airport

1984 NESRA

CONFERENCE REGISTRATION

DATA

Name (Print) _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone () _____ Number of Employees _____

Status: CESRA CESRL New Member (Since 6/1/1983)

Number of previous national conferences attended _____

Names of others in your party _____

for cross reference—submit separate registration forms

Expected date of arrival _____ Departure _____

PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name _____

Full name _____

Organization _____

City, State _____

Registration Packages

—IMPORTANT— CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 15, 1984	After April 15, 1984
Delegate—NESRA member	\$180.00	\$190.00
Non-member delegate	\$200.00	\$210.00
Associate Members not exhibiting	\$300.00	\$325.00
Commercial attendees not exhibiting	\$350.00	\$375.00
Spouses	\$ 90.00	\$100.00
Student Attendees	\$ 95.00	\$105.00
Retirees	\$ 75.00	\$ 75.00

Please include your check payable to National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance.

Mail checks and registration to: NESRA, 2400 South Downing, Westchester, IL 60153

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than April 29, 1984. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1984.

Hotel reservation information will be sent to you
upon receipt of your conference registration.

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The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages. \$20.00 per copy plus postage and handling.**

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The Untapped Potential: Industrial Recreation

Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIR (NESRA) Employer of the Year. \$3.00

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A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NESRA members. \$20 for non-members.

Motorola's Recreation Manual

A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities. \$35 for NESRA members; \$40 for non-members. Orders of 15 or more—30% discount.

Top Management Speaks

Top corporation executives explain why they support employee services and recreation programs and NESRA. Leaders of Ford Motor Company, Goodyear Tire & Rubber Company, U.S. Steel, 3M and other industrial giants provide invaluable support for your programs. \$7.00. Orders of 20 or more—15% discount.

Employee Health and Fitness Programs: A Folder of Introductory Information

A comprehensive collection of materials and articles that will answer a wide range of questions and help you start a complete health and fitness program for your employees. NESRA members, \$25—non-members, \$40.

1982 NESRA Conference and Exhibit Educational Sessions

Expand your professional reference library with cassette tapes of the major educational sessions of NESRA's 41st Annual Conference and Exhibit. Topics include: communication techniques, employee assistance programs, fitness programming and stress management. Write to NESRA headquarters for a complete listing of available tapes. Cost per tape: \$8.00.



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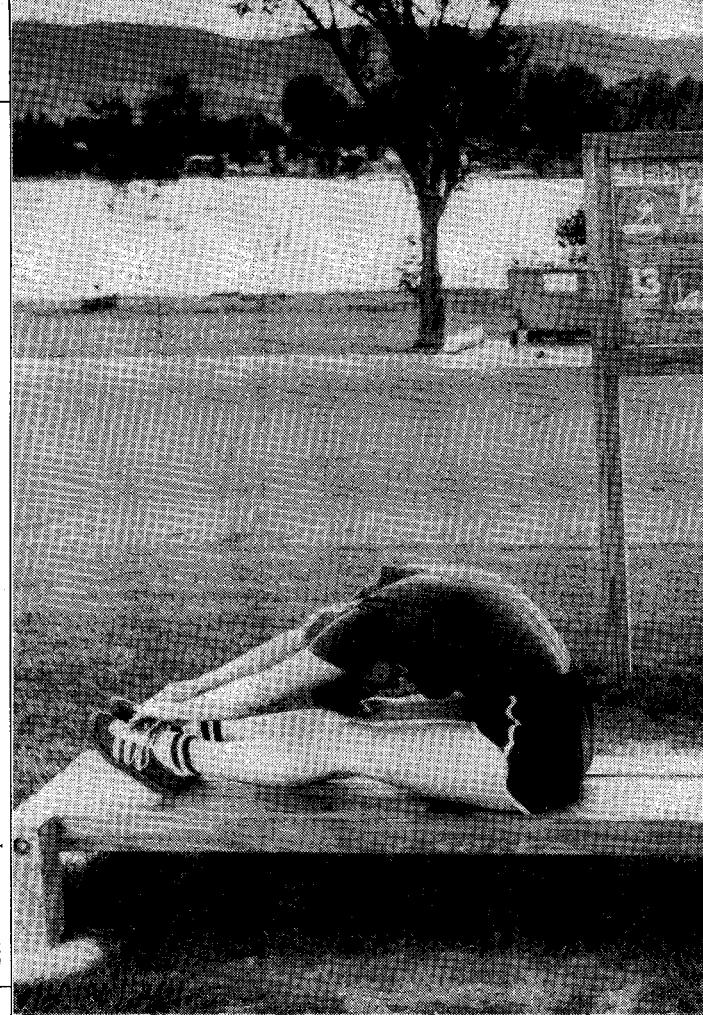
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In the morning before the computers begin humming, during lunch hours when the phones nearly cease ringing and in the evening after the typewriters stop tapping, sounds of silence do not permeate every corporate arena; often, one may hear the sounds of cinders crushing under jogging feet or rapid breathing against the cool, crisp air just beyond the company corridors.

These sounds are found on the modern paths to wellness, fitness trails, which bypass the dismal walls of the musty gym in favor of the fresh, open outdoors. These exercise and jogging courses wind through company grounds with exercise stations placed at various points along the trail. Combining the three essential elements of total fitness—stretching/flexibility, muscle-toning and cardiovascular conditioning—fitness trails offer a complete exercise and conditioning program for both the occasional user and the advanced athlete.

"On the fitness trail, everything is individualized," explains Ed Dwight, product manager for the Southwood Corporation's Fit-Trail Division in Charlotte, North Carolina. "There are no set time limits or physical requirements."

Southwood Corp.



THE MODERN PA

by Kimberly A. Thomas, editor

Signs of the Times

Users jogging to the exercise stations along the fitness trails can gain a complete workout including warm-up stretches, cardiovascular exercises, strength-builders, body toners and cool-down routines—all at their own pace. Each station is self-explanatory with instructional signs; the jogging course itself features course direction markers that keep runners on track.

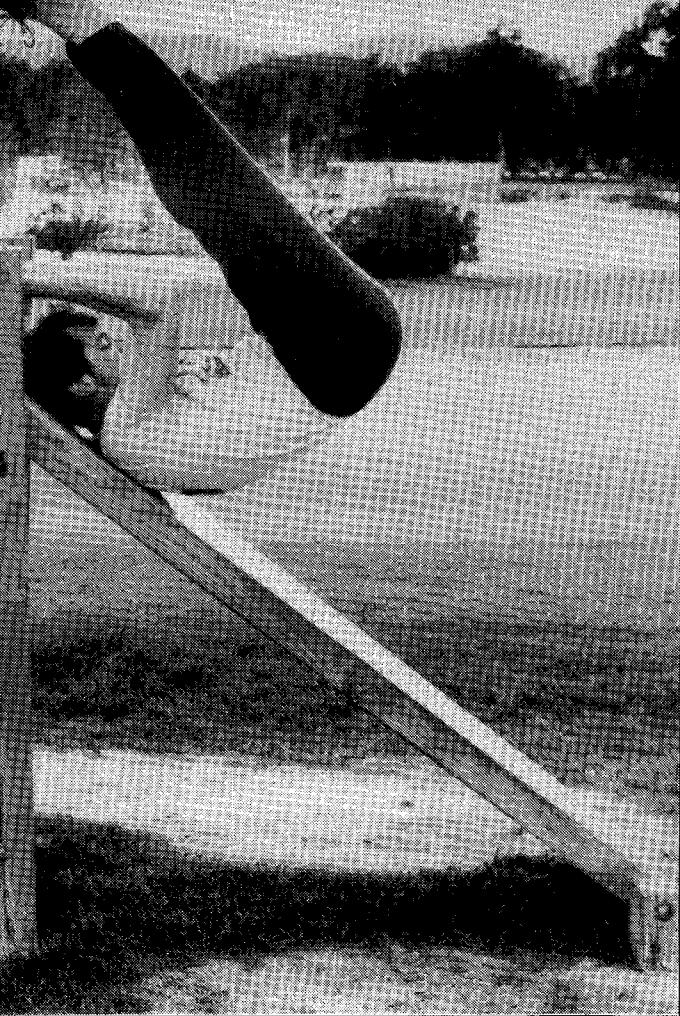
"The signage instructs participants and provides a challenging workout that generally requires minimal supervision," says James Tiffany, Ph.D., president of Exer-Trail, Inc., in Leesburg, Virginia. "Aerobic activities like walking, jogging, bicycling or cross-country skiing are performed traveling between exercise stations to develop

cardiovascular endurance while the other components of total fitness—flexibility, muscular endurance and strength—are developed at the stations."

Fitness trail users can also monitor their heartbeat rates at the Heartbeat Rate Guides located at several exercise stations.

"By adding cardiovascular monitoring and total body conditioning to jogging," notes Dwight, "Fitness trails provide a well-balanced physical fitness system to workers."

High sponsor visibility can be guaranteed through a permanent dedication plaque placed at the introduction station of the trail, according to Dwight, where "from the start, users know who was responsible for helping them improve their fitness levels."



H TO WELLNESS

Blazing the Fitness Trail

While the benefits of employee fitness programs—lower turnover, higher productivity, improved morale, fewer sick days and better employee relations within the company—are no longer questioned as they once were, companies are beginning to focus on how, rather than why, to provide those amenities that encourage exercise and health awareness among employees.

"Many companies are finding that the outdoor fitness trail combines the key elements of a successful program: motivation, flexibility and low cost," explains Dwight. "The trails transform unused land into a total conditioning program for employees."

The costs of a major wellness program can be quite high. Construction,

staffing, maintenance, scheduling, supervision, instruction and repairs can reach \$50,000 by year's end. But for one-tenth of that cost, companies throughout the world have found outdoor exercise trails the answer to improving the health of all employees in a fresh-air atmosphere.

The basic concept of a fitness trail was brought to the United States from Switzerland in the 1970's. A decade earlier, a Swiss insurance company installed courses in parks to promote their concern for health and fitness. Consisting of instructional signs and exercise apparatus constructed from the logs and trees found in the park and placed at intervals along a 1-mile jogging trail, the outdoor fitness course encouraged joggers to develop those muscles that were not being condi-

tioned by their jogging. Users would jog or walk from one station to the next, usually about 10 in all, and perform sit-ups, chin-ups, jumping jacks, stretches and other exercises.

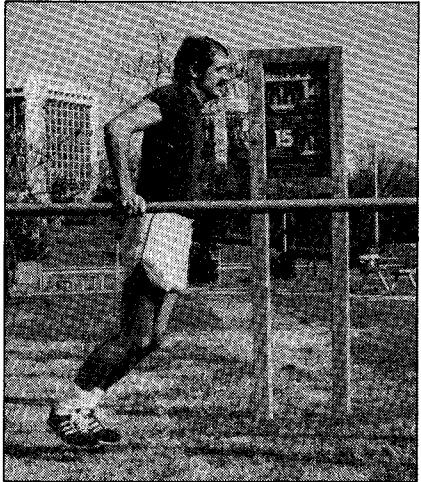
Once the Swiss idea of a *parcours* or fitness trail came to the U.S., it was refined and expanded with the addition of more exercises and stretching, warm-up and cool-down movements.

Another valuable principle added was the heartbeat monitoring concept, which instructs users to stay within their target heartbeat range for effective and safe conditioning.

Land availability is seldom a problem when installing a fitness trail, according to Dwight. The course can be laid around existing buildings, parking lots, tennis courts or through wooded areas.

While the general recommendation is to use a one and a quarter mile trail with 20 individual exercise stations, a new adaption allows the exercises to be clustered into an area roughly half the size of a tennis court. Jogging can then be done on available streets either between or after the exercises are performed.

(continued on following page)



Southwood Corp.

Unused company land can easily be transformed into an outdoor fitness circuit.

Crushed cinders, natural turf, crushed stone, asphalt or concrete typically make up the trail's surface. "The cinders allow jogging with less trauma to the ankles and knees," notes Dr. Raymond Harris, a fitness trail user who heads the Center for the Study of Aging in New York.

Physical and Fiscal Fitness

Fitness is good business. For companies, healthy employees mean dollars saved on medical costs and dollars gained in productivity. For individuals, a healthy body means a happier and longer life.

"It (the fitness trail) promotes the beauty and value of outdoor activity," asserts Dr. Harris. "It's exercising in a pleasant way."

An outdoor fitness system can spark interest in fitness or even enhance an ongoing program in an innovative format, says Tiffany. Fitness trails can involve a large number of participants and be stimulating and challenging to all fitness levels and ages, including the competitive athlete.

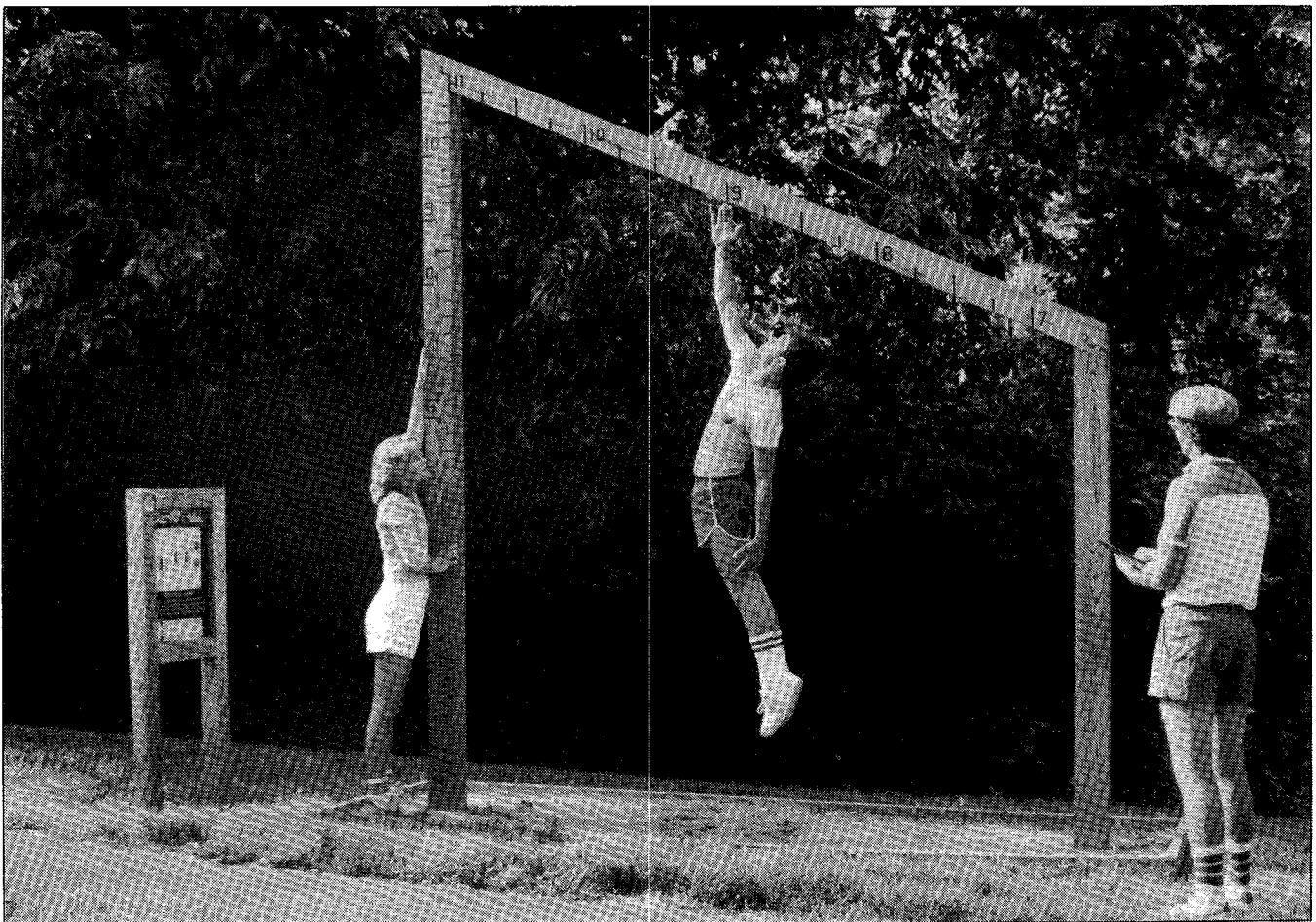
"With the system, each participant can begin training at an easy pace and enjoy some degree of success early in the program," contends Tiffany. "Users are motivated by seeing their progress from day to day and by competing only with themselves, working at an individual rate."

vidual rate."

About 500 employees of Pratt and Whitney Aircraft in West Palm Beach, Florida use the company fitness trail, according to Diana Pattison, manager of the Pratt and Whitney Employees Club. "Running has become a way of life for so many of our employees," she notes, "and they appreciate having the opportunity to run before or after work or during their lunch hours."

Fitness trails make sense for companies as well.

"For those companies not able to invest in large facilities or rooms dedicated solely to the purpose of employee wellness, what better way is there to start than by spending a few thousand dollars and using some 'unused' land for a fitness trail?" asks Dwight. "No other program can accommodate so many people with no scheduling or overhead costs. And instead of being tucked away in a back room or basement, the fitness trail is a visible reminder to all employees and visitors of the company's commitment to the health of its workforce."



Fitness trails offer a complete exercise and conditioning program for both the occasional user and the advanced athlete.

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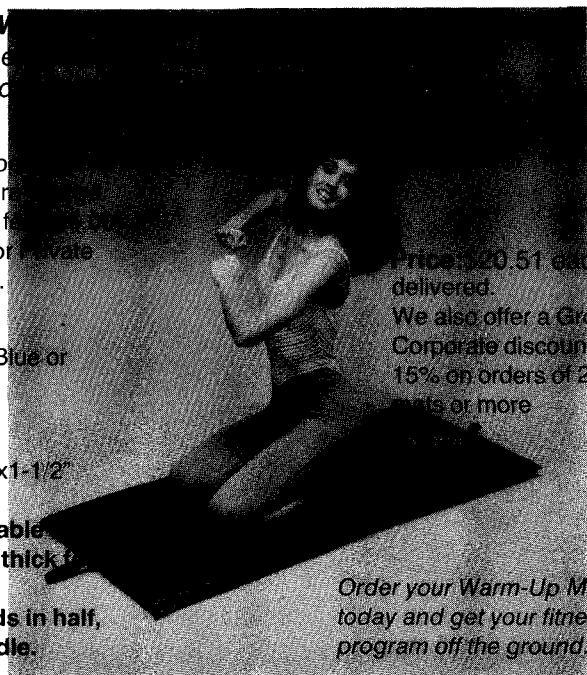
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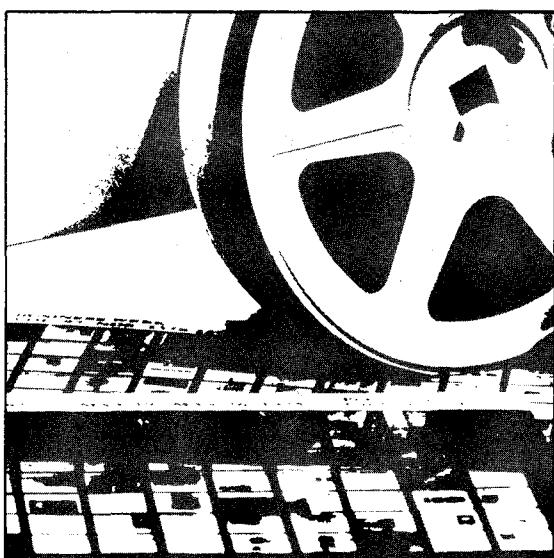
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White House Symposium Spotlights New Fitness Findings

Leading sports physicians, scientists, and fitness experts reported their exciting investigations about the ways exercise and muscular strength can enhance overall well-being at the White House Symposium on Physical Fitness and Sports Medicine, held in Washington, D.C., November 16-17, 1983. The President's Council on Physical Fitness and Sports was the principal federal government sponsor; the Campbell Soup Company was the symposium's primary corporate sponsor.

More than 800 physicians, coaches, physical therapists, athletic trainers, physical education teachers and nurses took part in this unique meeting of sports medicine specialists. Featured areas of emphasis included: the current state of knowledge concerning muscle physiology and anatomy; the research basis for muscular strength and endurance in physical fitness, sports performance, work, health and rehabilitation; and program applications of scientific principles.

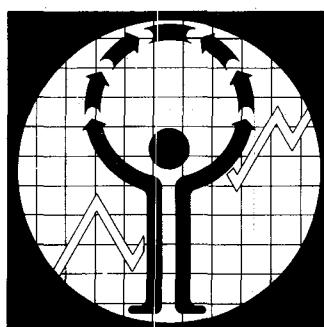
"Resistance training is a critical area of fitness which has largely gone unrecognized by the general public," explained Richard O. Keelor, President of Campbell's Institute for Health and Fitness. "The symposium has shown that there is much more to building muscles than the cosmetic aspect. Strength is vital to health and performance."

During the past ten years, a tremendous explosion of knowledge has occurred in exercise and fitness. This concern about physical activity has come about because modern lifestyles have channeled most Americans into an increasingly sedentary existence. According to George Allen, Chairman of the President's Council on Physical Fitness and Sports, "Ordinary living no longer provides enough vigorous exercise to develop and maintain good muscle tone, cardiovascular and res-

piratory fitness, or joint flexibility."

EXERCISE AND INJURIES

Sports participation has doubled over the last ten years. But now that more Americans are jogging, walking, biking, and, in general, choosing to be more physically active, there has been



a dramatic rise in the number of sports-related injuries.

For an athlete, whether a "weekend warrior" or a professional, a sports injury can cause problems ranging from temporary inconvenience to permanent disability.

"The important thing is to recognize a serious injury and treat it more seriously than a minor one," says Dr. Bertram Zarins, clinical instructor in Orthopaedic Surgery at Harvard Medical School and team physician for the Boston Bruins hockey team. "Often people fail to understand the difference. For example, once myositis occurs, (blood turning into bone), it can take a minimum of six months to clear up."

BIOMECHANICS

High-speed video, Cell spots, light-emitting diodes, and force plates—this is the vocabulary of biomechanics, the study of forces and their effects on the human framework.

Dr. John J. Garhammer, of the International Maxiachievement Institute in Long Beach, California, and Dr.

Gideon Ariel, Director of the Coto Research Center in Trabuco, California, are two of the pioneers in this field, using a breath-taking array of highly sophisticated computer equipment to help athletes perform at their best and minimize the chances of injury.

Doctors Ariel and Garhammer have been conducting strength and endurance tests on athletes training for the 1984 Olympics. By using world-class athletes as models, they have come up with information that could optimize the performance of millions of Americans.

Dr. Ariel, a former Olympic discus thrower, has designed a "smart" exercise machine which uses a computer to monitor and analyze an individual's performance.

"Our goal is to bring biomechanical research within everyone's reach," says Dr. Ariel. "We want to help top athletes who wish to obtain optimal performance, sports enthusiasts who want to achieve their maximum potential, and the physically handicapped, who can derive great benefits from the new technology."

EFFICIENT WORKOUTS

Beyond the question of exercise comes the question of efficiency. How effective is that exercise? What's the best way to lift weights? What's the fastest way to run?

Dr. Ralph Mann, Professor of Health, Physical Education, and Recreation at the University of Kentucky and biomechanics consultant to the United States Olympic Track and Field team, says that many of the traditional methods of resistance training are being modified and updated.

"Most researchers will tell you that it doesn't matter if you use a \$7,000 piece of equipment or fill up buckets with cement as long as you can perform the range of motions with the weight

you need," says Dr. Mann. "The popularity of expensive computerized or mechanized weight machines is due to the fact that they're easy to use. No one has shown to any scientific conclusion that the new machines are superior to the old dumbbell or free weight procedures."

PLYOMETRICS—THE LINK BETWEEN STRESS AND SPEED

"Plyometrics" is a way of exercising which is used by some track and field coaches, and is catching on with the general public.

Europeans found that by repeatedly dropping from specific heights they could stress a muscle spindle system and create a positive change in performance. The athlete's body is accelerated over the distance he drops by force of gravity. Most plyometric exercises, which increase flexibility, consist of jumping, hopping, and bounding.

"Plyometrics utilizes the body's natural stretch reflex," explained Dr. Donald Chu, Professor of Kinesiology and Physical Education at California State University, and Director of Creative Sports Technology. "Any time you initiate a movement utilizing the stretch reflex, you get a much faster and more powerful movement than if you started from a dead stop. If you watch the way a handball hits the ground, it comes off very rapidly, but a tennis ball hits and then kind of dies. In theory, you would like all athletes to be like handballs."

"Sprinters, anybody who runs fast, high jumpers, long jumpers, basketball players, all these people spend very little time on the ground," said Dr. Chu. "To be quick off the ground, you have to possess certain physical characteristics. Plyometrics teaches a person how to react to the ground."

ELECTRICAL STIMULATION

It is a well-known medical fact that when a person is immobilized by an injury for long periods of time, his muscles rapidly become weak and flabby. Dr. William D. Stanish, a Halifax, Nova Scotia orthopedic surgeon and Chief Medical Officer for Canada's Olympic team, reported that he

has had success in accelerating muscle repair by using electric stimulation. Dr. Stanish inserts a small electric muscle stimulator following surgery.

"It's very promising," Dr. Stanish said, "in demonstrating that over an eight-week period we can make a severed ligament twice as strong by using an electrical stimulator as by conventional techniques such as exercise. Damage to ligaments and tendons accounts for more than fifty percent of all sports injuries, and the incidence of such injuries is reaching epic proportions."

OLDER BONES—EXERCISE AND OSTEOPOROSIS

One of the greatest benefits of the fitness movement has been the realization that many of the problems we have traditionally attributed to age are largely the result of inactivity. Dr. Everett Smith, Director of the Biogerontology Laboratory at the University of Wisconsin, has developed a program to take advantage of the body's ability for reversing osteoporosis, the thinning of bones associated with age. His research has received wide attention in medical journals.

Bone loss is more common in older women than rheumatoid arthritis, diabetes, heart attacks, stroke, or breast cancer. It happens in both sexes, but is far more pronounced in women and is blamed for the virtual epidemic of spontaneous fractures in older females. Osteoporosis can also result in severe back pain and decreased height, commonly called a "dowager's hump."

Dr. Smith's three-year study at the University of Wisconsin showed that active older women gained bone while a control group of inactive women continued to lose it. Dr. Smith said that for his experiment he recruited more than 100 women aged twenty-five to sixty-five for each of two groups: the exercise classes and a control group. The exercise group worked out thirty minutes a day, three times a week.

Dr. Smith feels many people in their middle years start to use age as an excuse for inactivity. They fear pushing their bodies too far. "Not exercising your body is like never allowing a car

to run," he says. "Eventually, it rusts."

FITNESS CUTS MEDICAL COSTS

Dr. Robert P. Nirschl, Professor of Orthopaedic Surgery at Georgetown University and Medical Director of the Virginia Sports Medicine Institute in Arlington, Virginia, told the symposium that an exercise program designed to build strength can cut down on the length of time a patient spends in the hospital, and can help keep patients out of medical centers in the first place. Said Dr. Nirschl, "From the economic point of view, trying to lower the health care costs of the nation, this topic is one of the most important at the conference."

FITNESS IN THE ARMED FORCES

Physical fitness can improve not only individual health, but family health as well. Navy Captain John Butterfield, Chairman of the Department of Defense Physical Coordinating Committee, has approached fitness from the point of view of the military family.

"We're trying to get wives and kids to be a little more serious about their fitness," said Butterfield. "We're trying to reach out to the extended family in the military. Fitness tends to lessen problems within the household—if the military member feels good about himself, and the wife and kids feel good about themselves, that can translate into fewer problems at home."

THE FEMININITY FACTOR

A great many women avoid weight lifting out of fear of developing bulky, masculine muscles. This dread is not well-founded.

A recent study in Arizona involved five female national track and field champions (ages 14–22). The participants were placed on a seven-month weight training program. At the end of the study, the girls had made substantial gains in strength, improving thirty-seven percent in upper body strength and twenty-nine percent in lower body strength. Despite these substantial gains, the girls had only small increases in muscle bulk.

U.S. Managers Salaries on the Rise

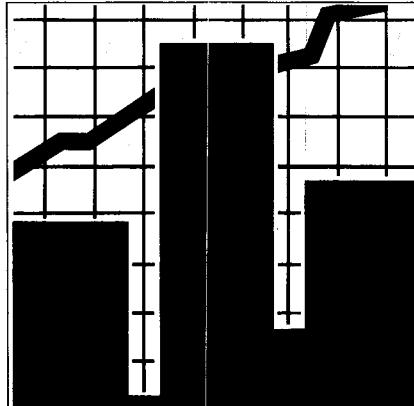
For the second consecutive year, annual base salaries for middle managers increased 7.6 percent, and currently average \$29,977 for 20 middle-level positions recently surveyed by the Administrative Management Society.

By contrast, AMS found the average salary for managers in Canada rose 17.4 percent to average C\$34,224 from C\$29,148 the year before. Reflecting salaries in effect September 16, 1983, AMS's twelfth annual North American salary and benefits survey reports on 49,064 middle-level management personnel with 3,039 companies in 114 cities. Of the 20 positions included in the survey, 15 are administrative in nature and five are industry-related.

In the U.S., also for the second year, plant managers are again averaging the highest salary at \$41,900. This is the only position in the U.S. portion of the survey to top \$40,000 and represents a 14.4 percent jump over \$36,600 in last year's survey. Personnel directors came in second at \$36,900 for a 10.1 percent increase over \$33,500 reported last year. The lowest salary reported is \$22,400 for word processing managers.

In Canada, auditing managers are again the top-paid position at C\$42,900, with personnel directors in second place in Canada at C\$42,100. Canadian word processing managers are in last place at C\$26,800.

Regionally, U.S. managers working in the South, which includes those from



Maryland to Texas, earned the top salaries with an average of \$31,538, an increase of 14.6 percent over the previous year's average of \$27,516. The other region averaging over \$30,000 is the West, which includes the Rocky Mountain states and westward, where managers are averaging \$30,320.

By industry, as in last year's survey, U.S. managers working for utilities continue to earn higher salaries than managers from other sectors. The survey finds 18 of the 20 positions with

utilities average salaries above their counterparts from other business and industrial sectors. Of the 18, seven positions average salaries over \$40,000 with personnel directors topping the list at \$47,100. The five categories covered by the survey are utilities; manufacturing and processing; banking, insurance and financial; retail and wholesale sales and distribution; plus a composite group of education, employment, government and medical.

Another trend continuing among U.S. companies is to grant managers salary increases solely on merit. The latest AMS survey finds 57 percent of the U.S. companies are using this system. Another 28 percent give raises based on merit and general, with the remaining companies giving general or cost of living increases.

In Canada, raises based on a combination of merit and general are still the rule, with 53 percent reporting this. Another 25 percent use the merit system alone, and the remainder use general or cost of living factors.

U.S. SALARY AVERAGES BY REGION—1983

U.S. Region	1983	1982	Percent Increase
South	\$31,538	\$27,516	14.6%
West	\$30,320	\$28,936	4.8%
East	\$29,766	\$27,513	8.2%
West Central	\$29,536	\$27,378	7.9%
East Central	\$29,275	\$28,254	3.6%

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Picnicking Company-Style

Summer is for picnics.

Especially company picnics, which offer opportunities for relaxing family and social contact apart from the work environment. Such a healthy diversion is provided to the 4,000 employees of the Bausch & Lomb Company in Rochester, New York.

Bausch & Lomb currently sponsors two picnics—Family Field Day for employees and their immediate family and Early Settler's Picnic, for all active and retired employees with 25 years of service to the company. Both picnics have been held annually for more than fifty years.

Seabreeze Park, an amusement park in Rochester, plays host to Bausch & Lomb's Family Field Day. "We take over the park the whole day," says Jack Bloom, manager of employee services for Bausch & Lomb.

Plans for the following year's picnic are made as soon as the current picnic ends, reserving the same Saturday each year. "You have to plan far in advance since there aren't very many Saturdays available," explains Bloom. This year, the Bausch & Lomb picnic will be held Saturday, June 23 from noon to 5 p.m.

The emphasis is on family in "Family Field Day," according to Bloom. And the cost is minimal.

"It used to be free," he says, "but now with prices going up, we charge employees \$1.75 per person. This modest fee covers all the rides all day, along with two hot dogs and two drinks."

Seabreeze Park handles most of the details for Family Field Day, including refreshments, which are served from noon to 4:30 p.m. Additional entertainment and security is also provided by the park. While Seabreeze does supply first aid, the company brings their own nurse.

Admission tickets are printed by

Seabreeze and sold three weeks before the picnic at the Bausch & Lomb employee services office and company cafeterias. The tickets, which include four coupons for food, are used as identification badges.

Fliers throughout company departments promote the event. In addition, company divisions with newsletters print articles about Family Field Day.



Jack Bloom clowns around with the entertainment at Bausch & Lomb's annual family picnic.

"Everybody looks forward to it," comments Bloom. "Family Field Day always attracts a large crowd."

Rain or shine, Family Field Day goes on. Seabreeze Park offers plenty of cover for attendees. "We only had one bad experience where it poured all day," notes Bloom. "But Seabreeze gave us courtesy tickets so employees could enjoy the park another time."

While a few volunteers have a hand in coordinating Family Field Day, at

least one hundred volunteers play a part in the Early Settler's picnic.

"We have an active board of directors for Early Settlers," says Bloom. "From that group we pick chairmen, many of whom have been planning the picnics for years. The chairmen themselves receive a very good response for volunteer help."

The Early Settler's picnic, which is basically a social gathering, is held on the Bausch & Lomb picnic grounds and runs from 1:00–5:00 p.m., regardless of weather conditions. The event is free and each person is entitled to one adult guest. Invitations, sent to all active and retired employees, attract a whopping 75 percent response. Last year, 9,000 persons attended the Early Settler's picnic.

Planning for the Early Settler's picnic begins in February when equipment is rented. In April, committees are selected; and in June, the committee meetings are held.

The committees set up tents for bingo, food and drinks, and first aid. The food is served all day and entertainment, such as a troubadour group, is furnished.

Bingo proves to be the most popular attraction. "The bingo tent is full from the time they get there until the time they leave," notes Bloom.

During the course of the picnic, 200 prizes are given away, which Bloom buys from a local wholesaler.

Nearly \$7,000 is budgeted for the Early Settler's picnic and \$10,000 for the Family Field Day.

Within Bausch & Lomb's company picnic program there exists a continuity of good will. For current employees, Family Field Day offers a family atmosphere, and for retirees, the Early Settler's picnic offers a much-awaited annual reunion.

Building Effective Committees

Committees have the potential to offer constructive guidance and direction to any association. Yet a committee's effectiveness can be hampered by confusion regarding individuals' roles, the absence of defined goals or the inability to stay on the subject at hand.

"Committees can and do play an important role in achieving an effective and progressive association," contends Hugh McCahey in *Association Committees*, published by the U.S. Chamber of Commerce. The booklet provides useful guidelines to help build effective committees.

Two basic types of committees exist: standing and special. These committees can be further classified according to their purposes: administrative, project, study or liaison. The size of the committee should be decided according to its goal. When prompt action is essential or administrative direction is needed, the Chamber of Commerce recommends a small committee. On the other hand, when promoting the value of a program or an activity, a large committee provides more viewpoints and more thoughtful recommendations.

The key to a successful committee lies in the hands of the chairman, a title, which according to *Robert's Rules of Order* should be used for both sexes. Sex differentiation is attained by the use of "Mister Chairman" and "Madame Chairman."

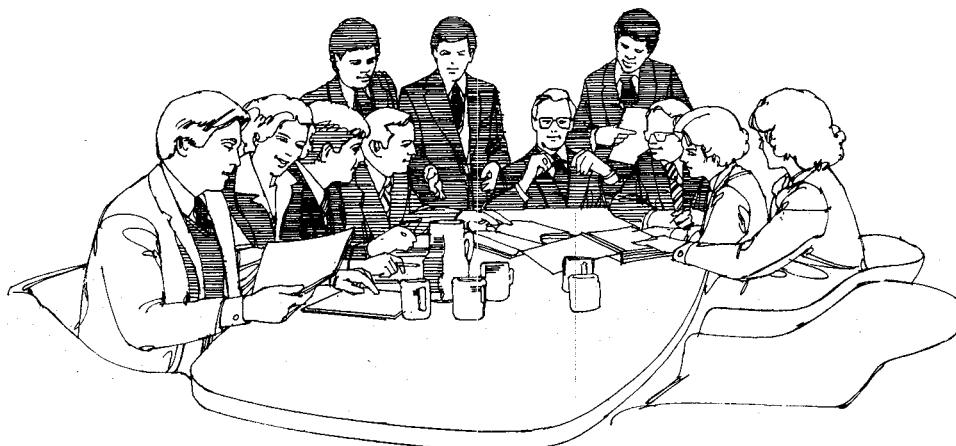
An effective chairman must possess an ability to communicate, to listen, to command attention and to exert control. Moreover, he or she must have knowledge of parliamentary procedure, possess some degree of prestige and respect within the industry or profession and be able to think and act in terms of the association's overall goals and objectives.

To achieve the committee's goals, the chairman must effectively carry out the following responsibilities: planning, conducting meetings, maintaining records and information, getting action and evaluating results. The Chamber of Commerce provides a checklist of "meeting management" guidelines:

- Start on time.
- Be a good host. Make sure everyone is introduced and acquainted.
- Start with a clear statement of

the meeting's objectives.

- Review the facts. Take time to lay the groundwork before getting to specific suggestions on each agenda item.
- Encourage participation. To initiate discussion, direct a challenging question to a member or to the group.
- Keep members on the subject.
- Summarize major points during the course of a meeting. This will facilitate orderly progress through the discussion.
- Pay attention to factors which may be affecting relations between members.
- Talk to the group as a whole. Avoid a prolonged speech directed to one person. Search for reactions to what you are saying.
- When someone else is talking, listen and indicate your reactions.
- If there is a lack of interest, consider a brief recess.
- If you sense trouble, break off the discussion or argument and revert back to work on the facts



MANAGER'S MEMO

and direct experiences.

- Try to draw out silent members. Direct an easy question to these members or ask for an opinion on a relatively easy matter.
- Adjourn on time.

When selecting committee members, the Chamber advises against selecting someone *only* to confer status or prestige. Once the committee is selected, each member is responsible for immediately acknowledging all communications concerning committee work, determining availability for committee meetings and informing the chairman or staff as soon as possible, and making sure their own organization or superiors are fully aware of their responsibilities and commitments for meetings. Other guidelines recommend acquainting oneself with the material, attacking problems objectively and impersonally, staying on the subject under discussion and accepting and following through on assignments.

The booklet emphasizes that the committee's objectives should be spelled out clearly and members follow a ten-step "problem-solving process":

1. Define objective clearly
2. Analyze problem or activity
3. Assign responsibility
4. Accumulate the facts
5. Set a deadline
6. Review need for outside assistance
7. Evaluate results frequently
8. Develop alternate solutions
9. Select best solution (on the criteria of risk, economy of effort, timing, and limitation of resources)
10. Recommend a course of action.

These ten steps along with accurate meeting minutes are essential for a successful committee.

The preparation for committee meetings should include an agenda which allows sufficient time for thorough discussion and gives information about the

meeting. This would include the date, site of the meeting, meeting time, scheduled coffee and luncheon breaks, and expected time of adjournment. The time and location should be selected for maximum participation.

Finally, members should be notified early as to their roles; and be provided with assistance, background information or consultation.

These guidelines provided by the Chamber of Commerce of the United States can be utilized to build and maintain an effective committee structure, which will benefit an employee association and its members. Once members are certain of their roles, the committee itself can successfully attain its goals.

For information on how to obtain a copy of Association Committees contact NESRA Headquarters at 2400 S. Downing, Westchester, IL 60153, (312) 562-8130.

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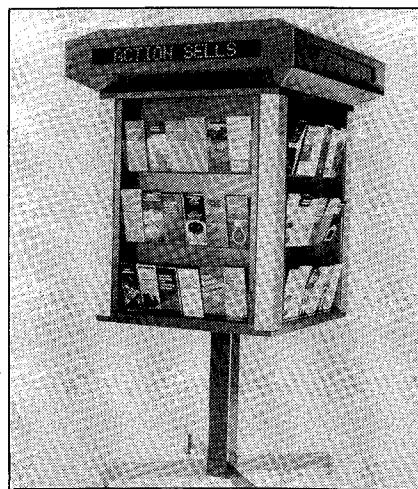
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Largest-Ever Expansion Project Announced for Worlds of Fun

Kansas City's Worlds of Fun recently unveiled the largest expansion project in the park's 12-year history—a \$3.5 million, 1,800-foot, white water raft ride. To be called the "Fury of the Nile," the ride will premiere in the spring of 1984 as the longest raft ride in the world.

"By combining the most exciting elements of existing raft rides with innovative design technology, we are creating the most thrilling white water experience ever constructed," said Lamar Hunt, owner of Worlds of Fun.

The Fury of the Nile features over 1,000,000 gallons of water surging through a 16-foot wide trough which curves, dips and tunnels its way through a heavily-wooded section of the park. To experience this unique adventure, riders board one of 23, six-passenger rafts for a trip that will last over 4½ minutes.

With the addition of the Fury of the Nile, which accommodates 1,800 guests each hour, Worlds of Fun's total park capacity will increase to 34,860 people per hour, and the total land developed to 162 acres.

Worlds of Fun will open the 1984 season on Saturday, March 31. The park is located at I-435, exit 54. For more information, call the Worlds of Fun Phone at (816) 454-4444.

New Aerobic Exercise Bicycle Features Video Display

Engineering Dynamics Corporation, famous for their hospital grade bicycle ergometers, recently introduced the BIOCYCLE aerobic exercise bicycle. Designed to provide all the information necessary for aerobic exercise training, Biocycle ensures that the rider is as fully involved as possible and has fun.

Biocycle is manufactured under the

same stringent requirements set by the F.D.A. for EDC's Cardiac Stress System. Biocycle is built for continuous use in fitness centers, exercise rooms, rehabilitation facilities and club houses.

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The NESRA

NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Jim Mowery—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 257-1017.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Randy Schools—(301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 657-2323.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 376-4197 or Jan Prechel—(612) 823-8879.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terry Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Sandy Clark—(716) 328-2550 ext. 5570.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jim Christian—(619) 574-4753.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

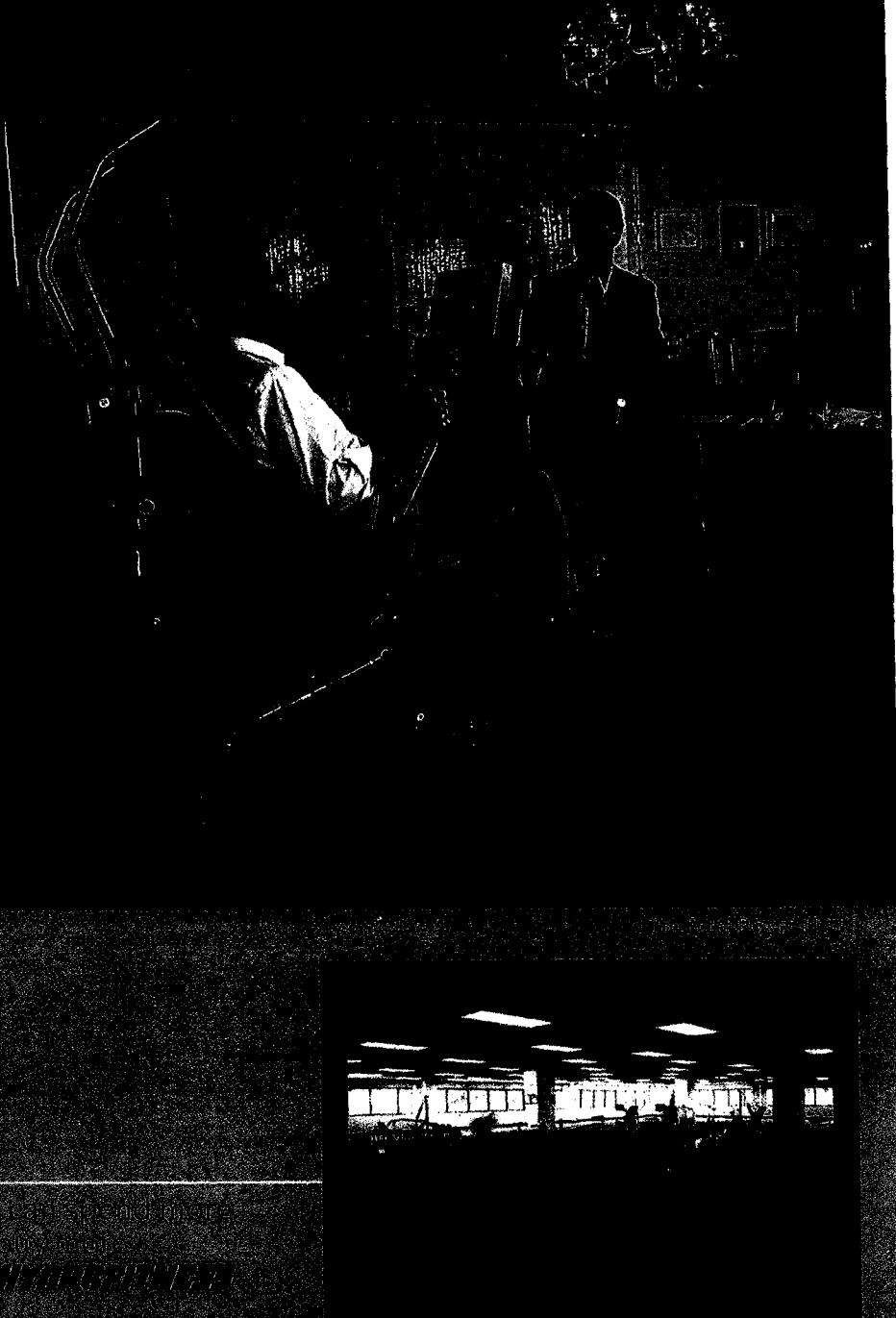
Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

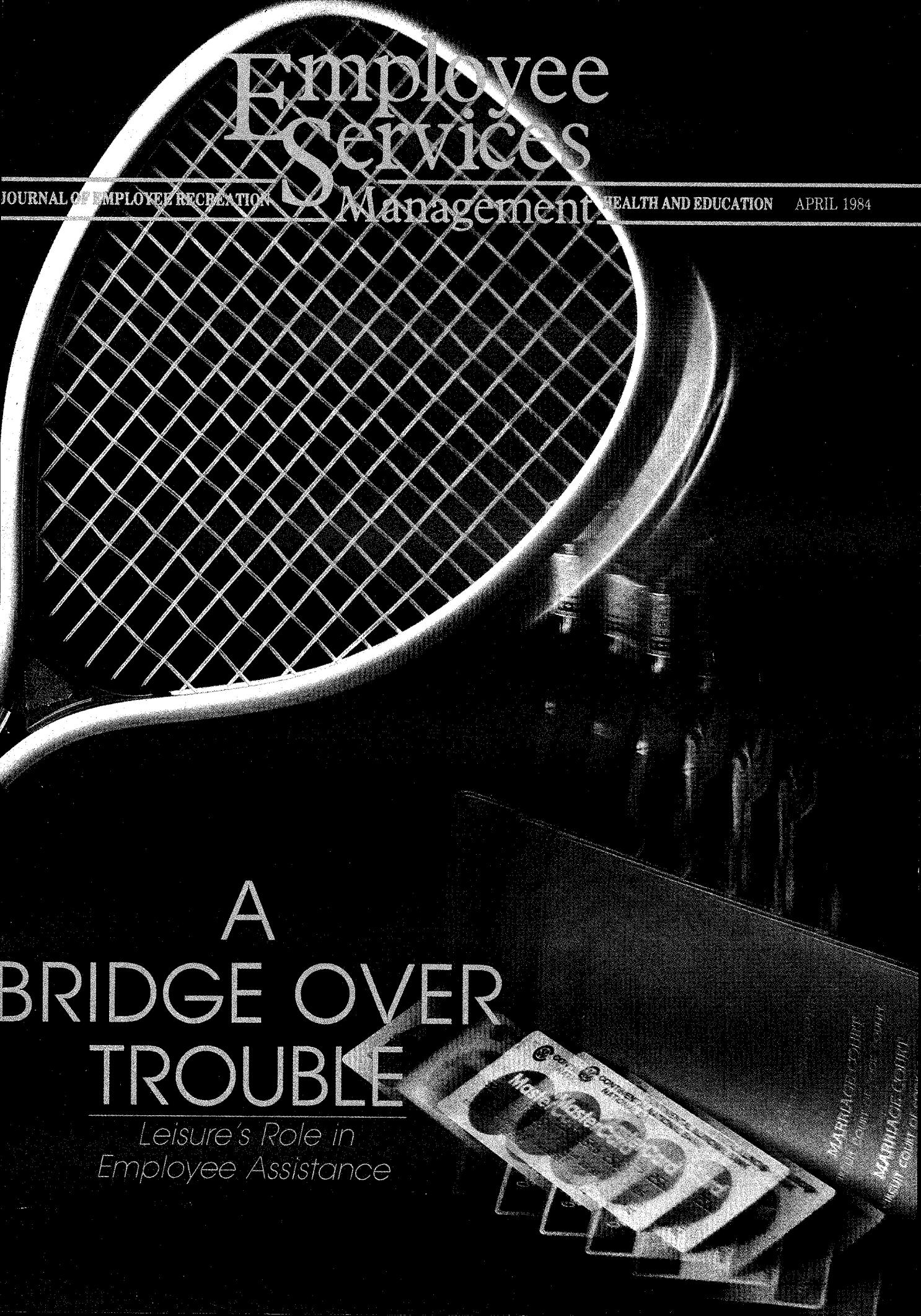
CONFERENCES & EXHIBITS

"Prospecting For Knowledge," the 1984 NESRA Conference and Exhibit, will be held May 17-20 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado. For more information, contact NESRA headquarters: 312/562-8130.

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A large, high-contrast black and white photograph of a tennis racket and ball dominates the background. The racket is positioned diagonally, with its head pointing towards the top left. A tennis ball is visible near the bottom right corner of the frame.

**Employee
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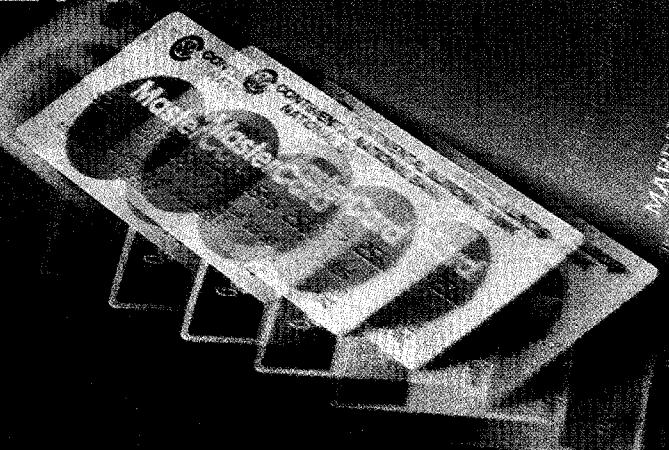
Management

HEALTH AND EDUCATION

APRIL 1984

A BRIDGE OVER TROUBLE

Leisure's Role in
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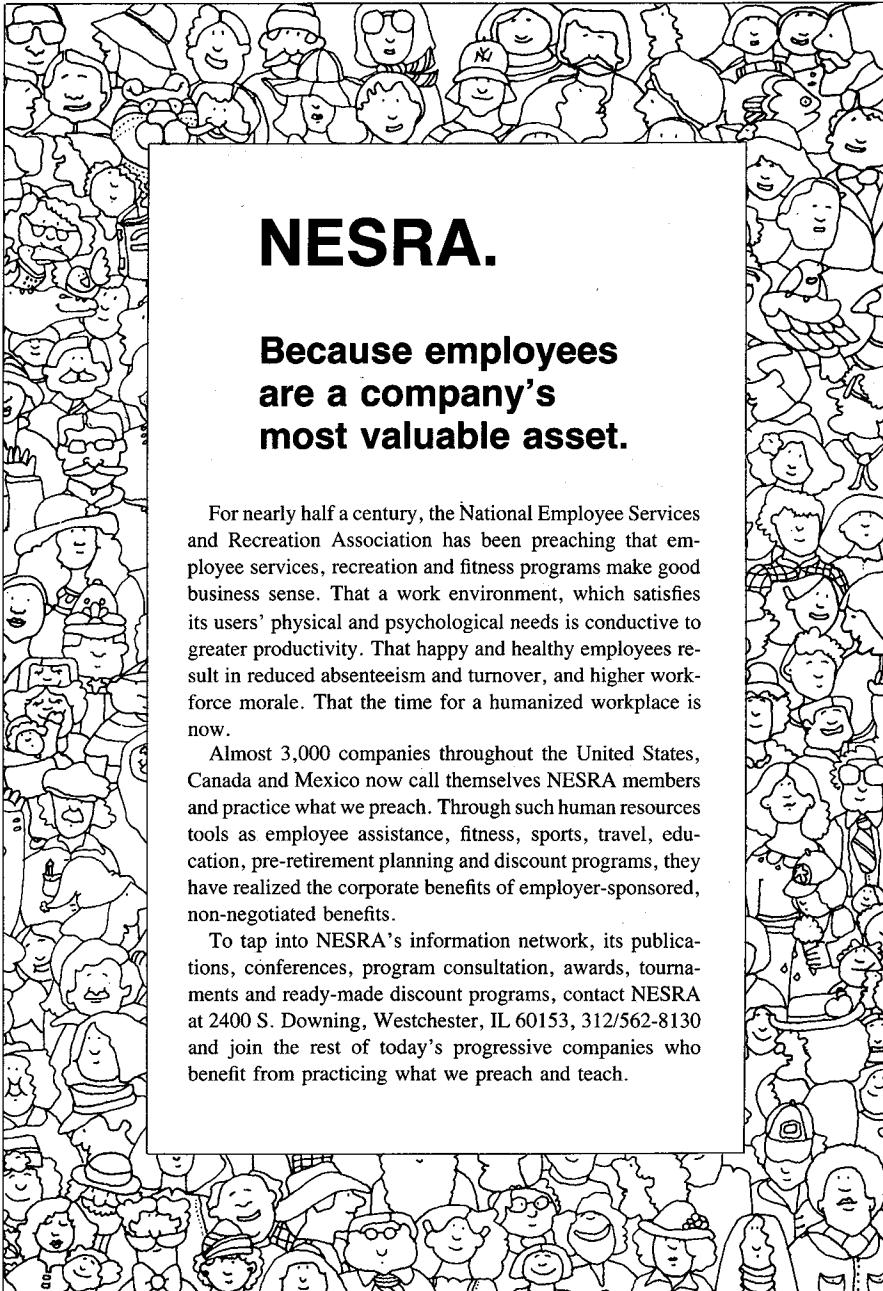
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EMPLOYEE SERVICES MANAGEMENT

Volume 27 • No. 3

In this issue . . .

Employees can't always leave their problems at home. Often unknowingly, 10 to 15 percent of the workforce brings their troubles to the workplace and costs business and industry billions of dollars each year.

In less enlightened times, companies would have simply told their troubled employees to leave their problems at home or risk termination. But as this issue's cover story, "A Bridge Over Trouble," points out, more companies now realize they can hold on to valuable employees by offering them employee assistance and employee enhancement programs, both which benefit from leisure's input.

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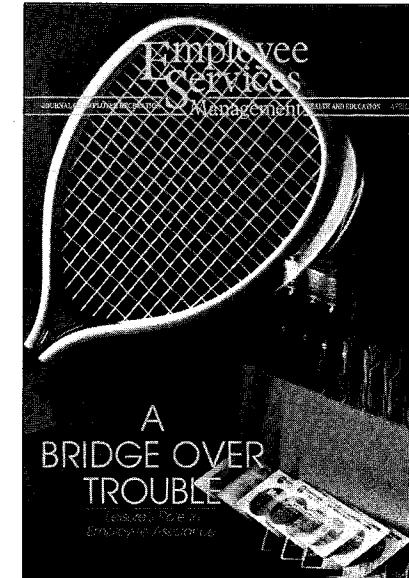
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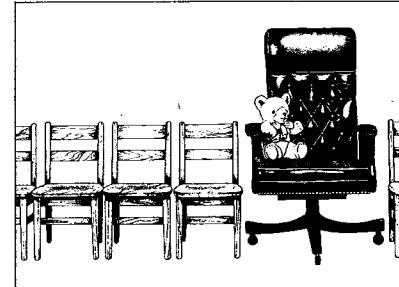
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PUBLICATIONS



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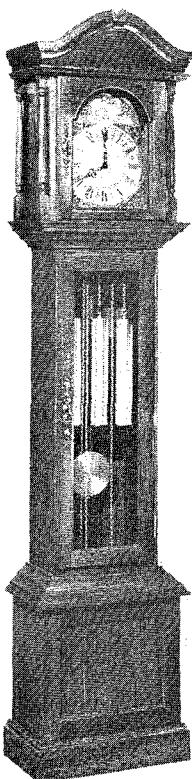
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Cover III

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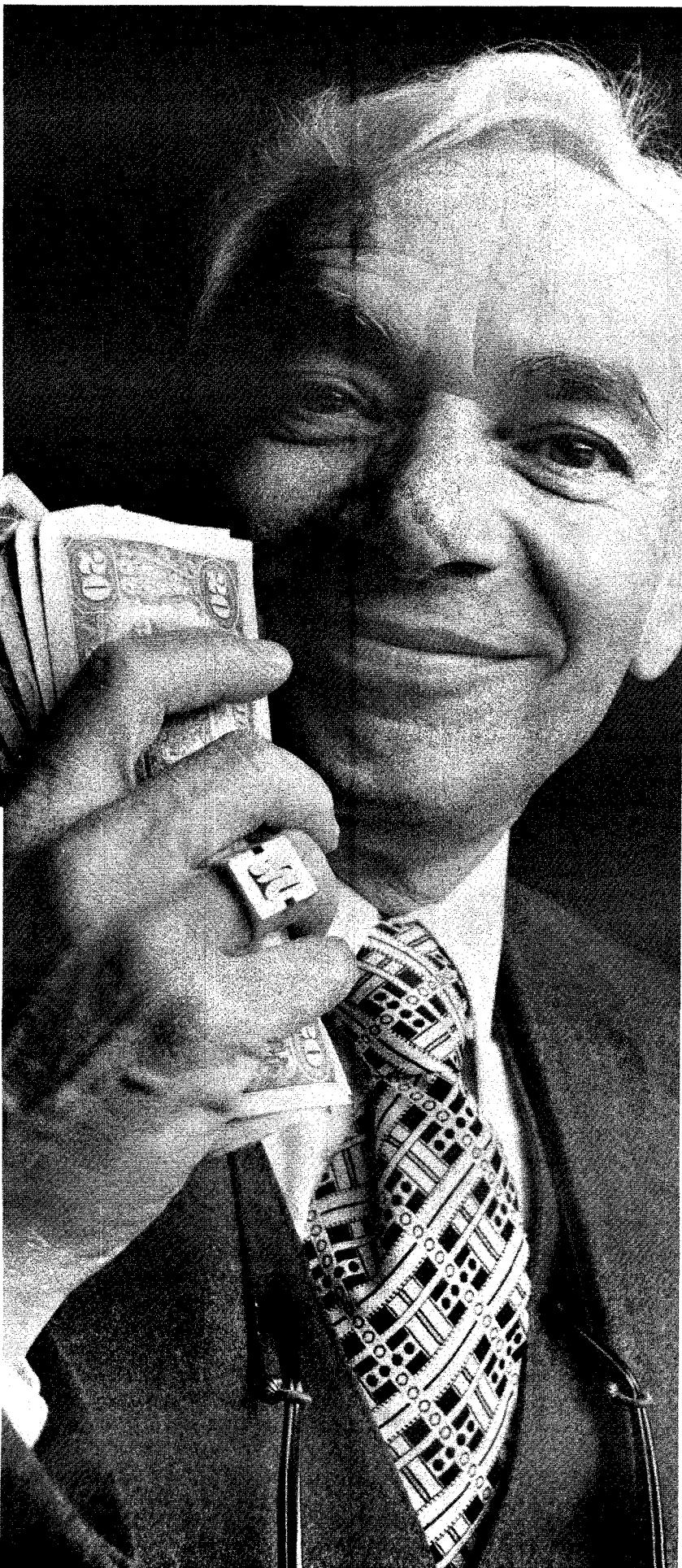
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NEWS IN BRIEF

Employee Participation Is Key to Improving Business Productivity

On the average, employees work at only 65 percent capacity, yet many business executives still overlook the necessity of people factors for business to prosper, according to the Administrative Management Society.

Few business executives give high priority to employees' attitudes and abilities, writes Robert W. Goddard, of Liberty Mutual Insurance Companies in Boston, in his article "The People Focus," which appeared in the AMS publication, *Management World*. However, incentive programs, giving employees both more money and more control over their work, have been proven to increase productivity.

One way of encouraging employees to work more effectively is to involve them in making decisions about their job and the company, writes Goddard. Nearly 50,000 companies, several million managers and employees are involved in employee participation programs. These programs work well, says Goddard, because most people want to work smarter and more responsibly.

Successful employee involvement programs provide an environment that recognizes employees as intelligent and trustworthy, provide the necessary tools, encourage input in decision making, and create a sense of self-esteem, self-fulfillment and community.

Middle managers who are facing major new challenges consider people management skills to be one of their biggest. In another article, "The Challenge to Middle Managers," AMS President Richard H. Jacobson, of Blue Cross & Blue Shield of Wisconsin, states that, "People skills will be paramount as management is confronted with a changing workforce which will be more knowledgeable, better educated and more responsive to psychological incentives."

Another executive, Jane Seeley, C.A.M., of VISA, adds, "We are dealing more and more with individuals than with policies and procedures." Five years ago, companies dealt

more with the financial aspects of business than with employees. Today, she says, business must change its focus.

Will Your Job Be the Same in the Year 2000?

More than 80-Million of today's American workers will still be on the

job when we begin the next century, reports *Personnel Administrator*. What can they expect to find in the 21st century world of work?

Part-time work will increase, corporate pyramids will give way to horizontal organizations, workers will have

(continued on following page)

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NEWS IN BRIEF

more control over their jobs, and creative activities will dominate the time of the average person.

Daniel Yankelovich and John Immerwahr write that, "By the time we reach the 21st century, the American workplace will be as different from the industrial world caricatured by Chaplin as that industrial world was from the rural America of the 19th century."

Glenn Watts, president of the Communications Workers of America, wrote that "Workers in the 21st century will place stronger emphasis on employment security, career development, training and retraining, and support for job relocation . . . unions must be prepared to change with the times, or be prepared to be run over by them."

America's leading high-tech writer, Isaac Asimov, predicted that "The dull, the boring, the repetitious, the mind-stultifying work will begin to disappear from the job market . . ." In the 21st century, Asimov believes, "those who are involved in literature, music, the arts, will be busier than ever . . . and we will be entering the space age with a vengeance. All the future of humanity will be coming to fruition in the emptiness that we will be filling, and there will be incredible excitement and precious little boredom in that."

Caroline Bird, international author and social critic, predicts that "retirement will become obsolete in the improved work scheme of our 21st century economy . . . you are going to want to go on working, not only because work will be more enjoyable but also because the skills you accumulate, over the years, are skills that will be sought aggressively."

George C. Lodge, professor of business administration at Harvard's graduate school, observes that educators must advocate holism rather than specialization to prepare human resources for the inevitable decentralization of the 21st century.

And according to Dr. Nancy Barrett of American University, an expert on flexible work schedules, "the growing number and influence of part-time workers will challenge the sanctity of the fixed 40-hour week, and the needs and aspirations of part-time workers will

produce a major upgrading of the quality of part-time job opportunities."

Salaries Being Controlled

Companies are endeavoring to control salary expense, even as the economy appears to recover, according to a report from The Wyatt Company's Executive Compensation Service (ECS).

An ECS study found that salary-increase budgets for salaried employees in U.S. companies are projected to average 6.8 percent of payroll in 1984. The average increase of 6.8 percent budgeted for 1984 is below the 7.9 percent figure that companies planned for 1983 during 1982. This was at the height of the recession.

However, the report notes, there are indications that some industries are more cautious than others, reflecting differing economic outlooks for 1984. The highest salary-increase budgets were in the cosmetics industry, with an average of 8.4 percent.

Accommodating the Disabled

Work accommodations for the disabled often cost little and benefit others.

To spur more hiring of the handicapped, a U.S. law requires companies with federal contracts to make "reasonable accommodations," reports the *Wall Street Journal*. A poll of 2,000 such contractors finds 81 percent of changes made cost \$500 or less. ITT's "cost has been minimal," it says. For workers in wheelchairs, it lowered drafting tables cheaply by cutting their legs. Ramps, redesigned bathrooms and other moves prove less expensive than expected for AMF, too.

IBM employees design new cafeteria trays for wheelchairs. Sears, Roebuck installs a dog walk for blind workers' seeing-eye dogs.

Certain modifications also help the able-bodied. Widened doorways at Western Electric allow easier moves of heavy equipment. Scientific-Atlanta likes its enlarged elevators for similar reasons.

When Tektronix altered an assembly line supervisor's tasks to aid a mentally retarded man, all 12 workers' output rose and errors fell.

Economic Gains to Continue, Expert Says

Conditioned for nearly two decades to see the "hole" of bad economic news, Americans are finding it hard to recognize the "doughnut" of returning expansion, University of Michigan economist Paul W. McCracken told the Economic Club of Detroit.

Measured in terms of inflation rates, unemployment, corporate profits, productivity and real income, the nation's economic performance has been generally sub-par since about 1965, McCracken noted.

Although many observers are conditioned to expect that bad economic news will soon re-assert itself, he said, "The evidence that this time the economy is on the path of a sustained and more durable and orderly expansion of sales, production and employment is clear enough."

McCracken, a former chairman of the President's Council of Economic Advisers, is Michigan's Edmund Ezra Day Distinguished University Professor of Business Administration and current chairman of the Council of Academic Advisers for the American Enterprise Institute for Public Policy Research.

The economist said evidence of sustained expansion is found in an increasingly stable price-cost level, new life in the capital goods industries, and a strong index of leading indicators.

"The internal basics of the American economy, in short, point toward another year of strong economic gains—and there is the potential, if we manage things right, of continuing the expansion for several years beyond 1984," McCracken said.

He estimated that output and total income in real terms should show gains of at least 5 percent this year, while the inflation rate should be worked down to the 3½ to 4 percent zone—even lower than Administration projections.

NEWS IN BRIEF

"And it is reasonable to expect large further increases in employment," he added. "The optimists focusing on the doughnut seem clearly to have the better of the argument in 1984."

To secure steady prosperity for the remainder of this decade, McCracken said, we must come to grips with three major areas:

"First, it is essential that the hard-won progress toward stabilizing costs per unit of output be maintained and extended."

He warned that a return to old patterns of ever larger wage demands would revive the path of rising inflation and unemployment rates and smaller real income gains.

"What is needed," he said, "is the acclimatization of public opinion around the view that the nation is through with the roller-coaster, stop-go, high-unemployment economics produced by out-sized wage and price increases."

The second major issue, he continued, "is for the nation to achieve a consensus about how much of the national income is to be spent collectively through government and how much is to be retained by those who earn and produce it. This is the fundamental issue in the current fiscal Great Debate. Arguments about the deficit, though important, are the surface manifestation of this larger question."

Heart Experts Open Blitz for Low-Fat Diet

If the American Heart Association gets its way, Americans will be making major changes in what they eat.

The association plans an advertising blitz over the next few months according to *USA Today*, to tout its new low-fat, low-cholesterol diet recommendations, which it says can cut the risk of heart disease.

"We'll do everything we can to get the message across," says Dr. Antonio Gotto Jr., AHA president.

The new diet plan says:

- People with high cholesterol levels—as many as 40 million—should restrict the amount of fat they eat to 20 percent of total calorie intake. Americans now consume an average of 40

percent of their calories as fat from foods such as milk, butter, oils and meat.

- People should restrict daily cholesterol intake to one-third of what they now average.

The association recommends replacing foods high in fat and cholesterol with low-fat milk, margarine and unsaturated fats from vegetable oils.

There is opposition, however:

- Dairy foods provide valuable nutrients," says Dale Kemery of National Dairy Council. "We don't think the public is served by recommendations to cut back."

- Cathy McCharen of United Egg Producers Association says such broad dietary advice doesn't take into account individual differences in the way the body processes cholesterol.

But Gotto says a major study released last week found that heart attack rates were cut 2 percent for every 1 percent drop in blood cholesterol. The new diet aims to reduce blood cholesterol by 10 percent.

Gotto recommends:

- Everyone over age 20 have cholesterol levels checked. Tests usually cost \$30-\$40 and are available at most medical clinics and doctors' offices;

- Children use the diet too—mostly to help them develop habits to carry into adult years.

Travel Industry Optimistic About 1984

The 1984 outlook for travel away from home and the industry that serves it is the brightest it has been since 1976, according to the *1984 Outlook for Travel and Tourism*, the proceedings of the U.S. Travel Data Center's 1984 Travel Outlook Forum.

In releasing the latest annual projections for U.S. travel and tourism, Dr. Douglas C. Frechting, Data Center director, noted that experts on all sectors of the travel industry expect 1984 to be a good year for travel. "Based on this enthusiasm, I expect Americans will boost their trips away from home by four percent in 1984 after no growth in 1983," he stated. "Vacation travel

(continued on following page)

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NEWS IN BRIEF

should rise six percent, with business travel up even more."

Chase Econometrics Chairman Lawrence Chimerine predicts that the economic expansions will continue through 1984, with all economic factors "more favorable for travel now than at any time since the mid-1970's."

On international travel, Don Wynegar, director of the office of research for the U.S. Travel and Tourism Administration, notes that 1983 posted tremendous growth in outbound travel, a surge that will subside as the dollar depreciates in 1984. Wynegar expects more Americans will be encouraged to travel in the U.S. in 1984, attracted by the 1984 Summer Olympic Games and the Louisiana World Exposition in New Orleans.

Don Ryan, President of the KOA Camping Group, expects nights spent in campgrounds to increase five percent to 10 percent in 1984 with rates up seven percent. He foresees most growth in the youngest and oldest ends of the camping market.

Bob Heid of PHH Group, a Baltimore-based firm which helps businesses manage employee mobility, says that the cost of the average business trip will increase seven percent in 1984. Meal costs, Heid predicts, will increase six percent; lodging, seven percent; and business travel costs by air, eleven percent.

Minding Manners

Computers may be able to detect social class, breeding and manners of writers, according to a report from International Resource Development Inc.

The report says IBM is conducting an experimental Artificial Intelligence (AI) program which can evaluate the style of a letter, document or memorandum and can critique the writing style, syntax and construction.

Although IBM's immediate application for this technology is to highlight inappropriate style in documents being prepared by managers, researchers see the program being applied to determine the social origins, politeness and general character of the manager.

CONFERENCE UPDATE

Great Expectations

"NESRA delegates will leave Breckenridge with a motherlode of knowledge," promises Leroy Hollins, 1984 NESRA Conference and Exhibit conference chairman. "The educational sessions and workshops will provide something for every employee services manager."

The 43rd Annual NESRA Conference and Exhibit offers a balance of topics to meet the diversified needs of today's employee services professional or leader. In addition, the quality of speakers making presentations this year is four-star. The educational sessions cover such areas as management techniques, programming ideas, and program planning and evaluation.

Managers' specific concerns are the focus of the various workshops. The strategy exchange scheduled for Thursday, May 17 features roundtable discussions on topics that include fundraising, working with volunteers, programming on a shoestring budget, managing programs with a one person

staff, programming trends in the 80's, retiree programs, non-job related educational programs, and fitness equipment and purchasing.

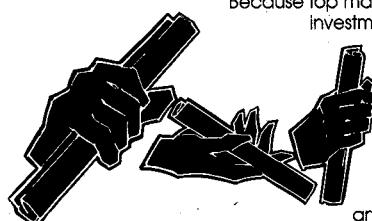
The chapter workshops on Sunday, May 20, deal with such concerns as membership development, elections, monthly meeting agendas, and speaker resources.

To profit from the conference long after the closing brunch, cassette tapes of all sessions will be made available to delegates.

In addition to the opportunity for delegates to enhance their programs through the educational sessions, more than 100 exhibitors will help conference delegates develop their own programs.

"We feel that attendees who put the most into the conference will get the most out of it," assesses Patrick Stinson, NESRA executive director. "Talking with peers and getting involved in educational sessions will be the key tools when 'Prospecting for Knowledge.' "

**NIRREF believes no manager
should ever enter a boardroom
empty-handed.
Especially an employee services manager.**



Because top management demands facts and figures to justify any investment in company-sponsored programs, NIRREF—the National Industrial Recreation Research and Educational Foundation—stands ready to arm the employee services and recreation professional or leader with the kind of bottom-line data that their bosses understand. The sole research organization in the field of employee services and recreation, NIRREF funds bi-annual field surveys delivering data on salaries, budgets and programming trends; studies on the impact of fitness on job performance and the positive relationship between employee programs and morale and productivity; and on-going market research.

A donation to NIRREF brings closer the day when employee services and recreation will appear on every company map.

Send your donation or inquiry about NIRREF to the National Industrial Recreation Research and Educational Foundation, 2400 S. Downing Ave., Westchester, IL 60153 and help the Foundation make employee services and recreation count.

K PROSPECTING FOR KNOWLEDGE



The 43rd Annual Conference and Exhibit
of the
National Employee Services and Recreation Association
May 17-20, 1984
at the
Beaver Run Resort and Conference Center
Breckenridge, Colorado

Exploring computer usage, the emerging workforce, corporate fitness and health, employee services, recreation and productivity, program safety, programming space, program evaluation and management techniques.

CONFERENCE PROGRAM

(Registration opens 1:00 p.m., Wednesday, May 16, 1984.)

Thursday, May 17, 1984

6:45 a.m.	Exercise Session
8:00 a.m.	Registration Opens
9:30-10:00 a.m.	<i>Familiarization to NESRA and the Conference</i> —An orientation session for first-time delegates, students, exhibitors, and new NESRA members.
9:30-10:00 a.m.	Speakers, Chairmen and Vice Chairmen Orientation
10:30-11:45 a.m.	Conference Opening/Annual Meeting and General Session— <i>Meeting the Recreation Needs of Today's Workforce</i> .
12:00 Noon-1:30 p.m.	NESRA Chapters' Eat and Meet
2:00-3:30 p.m.	Strategy Exchange—Informal discussion groups divided by size of company's program budgets, covering a wide variety of employee services and recreation topics.
4:00-7:00 p.m.	Exhibit Hall Grand Opening
7:30 p.m.	Informal Dinner, with entertainment provided by the Kingston Trio

Friday, May 18, 1984

6:45 a.m.	Exercise Session
8:30-9:30 a.m.	Regional Breakfasts
9:45-10:45 a.m.	Concurrent Sessions: (A) <i>Corporate Fitness—An Overview</i> —Outlining rationales for and benefits derived from employee fitness programming, the session offers practical models for all sized companies. (B) <i>Managing the Successful Move to Computers, Part I</i> —A look at how to program a computer to achieve maximum performance. (C) <i>Golden Waste Space</i> —Enlightening attendees to prospects of programming space they never thought they had.
11:00-12:00 Noon	Concurrent Sessions: (A) <i>In Search of Excellence</i> —The principles and effective techniques of sound managerial skills. (B) <i>Transition Awareness Process</i> —Informing managers on techniques to help them reduce the time it takes for new employees to become effective on the job. (C) <i>That Urge to Achieve</i> —Exploring the characteristics of high achievers.
12:30-2:00 p.m.	Management Luncheon/NESRA Awards Presentation
2:30-4:00 p.m.	<i>Understanding Yourself to Energize Personal Performance</i> —A unique and powerful session designed to enable each participant to identify specific work behavioral tendencies, capitalize on their strengths, and interact more effectively with others.

CONFERENCE PROGRAM

4:30–7:00 p.m.

Exhibit Hall

7:00 p.m.

On Your Own

Dine-Around in the town of Breckenridge (Optional)

Saturday, May 19, 1984

6:45 a.m.

Exercise Session

8:30–9:30 a.m.

Concurrent Sessions:

- (A) *Your Employee Services Program—What's the Score?* Answering the questions: To what extent does the program serve needs versus wants? Does it contribute to productivity along with morale? Does it enhance employees' well being as well as the company image? How much are you getting for what it costs?
- (B) *Managing the Successful Move to Computers Part 2*—Exploring computer hardware and software usage.
- (C) *Promising Approaches to Health Promotion at the Workplace*—Informing attendees on how to promote healthy lifestyles on a shoestring budget, without facilities.

9:30–12:00 Noon

Exhibit Hall—Closing Session/Door Prize Drawings

12:00 Noon–1:30 p.m.

CESRA/CESRL Luncheon

12:00 Noon–1:30 p.m.

Lunch on Your Own

2:00–3:30 p.m.

Lifestyle (Diet/Exercise) Relates to Health—A look at the American lifestyle—how to change it and live longer.

4:00–5:45 p.m.

Fun Run (Optional)

4:00–5:45 p.m.

Computer Workshop (Optional)

7:15 p.m.

Presidents' Ball Reception

7:45 p.m.

Presidents' Ball—Entertainment—Dinner and Dancing

Sunday, May 20, 1984

6:45 a.m.

Exercise Session

8:45–9:45 a.m.

Concurrent Chapters Workshops

10:00–11:00 a.m.

Impact of Employee Services and Recreation on Productivity—Presenting research that supports the positive impact employee services and recreation participation has on organizational behavior, including job satisfaction, turnover, absenteeism, communication, recruitment, retention and morale. This session also explains how practitioners can utilize the research to justify to management the need for employee services and recreation programs.

11:00–12:30 p.m.

Conference Closing Brunch/Personal Safety and Safety in Employee Recreation

1:00 p.m.

Buses Depart for Airport

1984 NESRA

CONFERENCE REGISTRATION

DATA

Name (Print) _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone () _____ Number of Employees _____

Status: CESRA CESRL New Member (Since 6/1/1983)

Number of previous national conferences attended _____

Names of others in your party _____

for cross reference—submit separate registration forms

Expected date of arrival _____ Departure _____

PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name _____

Full name _____

Organization _____

City, State _____

Registration Packages

—IMPORTANT— CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 15, 1984	After April 15, 1984
Delegate—NESRA member	\$180.00	\$190.00
Non-member delegate	\$200.00	\$210.00
Associate Members not exhibiting	\$300.00	\$325.00
Commercial attendees not exhibiting	\$350.00	\$375.00
Spouses	\$ 90.00	\$100.00
Student Attendees	\$ 95.00	\$105.00
Retirees	\$ 75.00	\$ 75.00

Please include your check payable to National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance.

Mail checks and registration to: NESRA, 2400 South Downing, Westchester, IL 60153

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than April 29, 1984. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 20, 1984.

Hotel reservation information will be sent to you
upon receipt of your conference registration.

A BRIDGE OVER TROUBLE

—Leisure's Role in Employee Assistance—

by Kimberly A. Thomas, editor

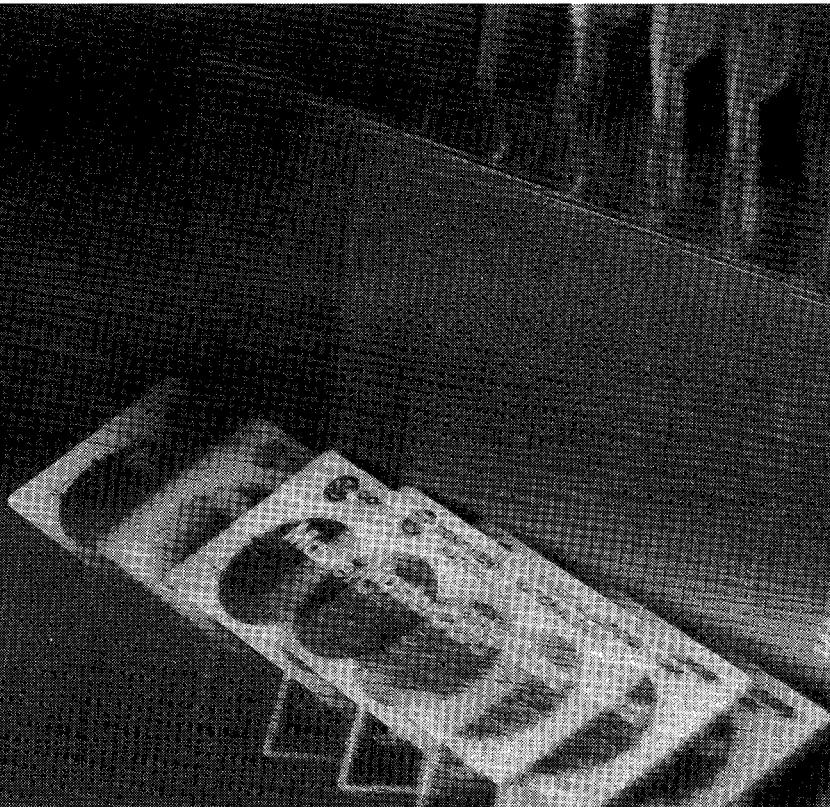
The production department was falling apart and no one quite knew why.

They knew that the department director created conflicts with any subordinate who entered her office after lunch; they didn't know the director was an alcoholic who used her lunch hour to support her drinking habit. They also knew the second shift foreman couldn't keep his line on schedule; they had no idea his inability to concentrate or supervise the assembly line stemmed

from the mounting debts he couldn't pay. They even knew one of the secretaries, a once-conscientious worker, suddenly began abusing the personnel policy by calling in sick or coming to work late on a predictable basis; they didn't realize she was seeking a divorce from an abusive husband.

The company did know one thing, however: without a productive production department, they could not compete in the marketplace.

(continued on following page)



Each troubled employee can cost the company as much as \$3,000 each year.

When problems become overwhelming, troubled employees cannot necessarily leave them at home. Often unknowingly, they bring their problems to the workplace and cost business and industry billions of dollars every year. The annual economic toll for employees with alcohol-related problems alone is \$42 billion—\$12 billion in medical costs and \$20 billion in lost production.

Ten to fifteen percent of the workforce, ranging from the boardroom to the boiler room, experience work-related problems, marital crises, family difficulties, health problems, financial setbacks and social problems, and need some professional assistance to deal with them, according to the Administrative Management Society (AMS) in Willow Grove, Pennsylvania.

Each troubled employee can cost the company as much as \$3,000 each year, says AMS, through decreased production, increased health care costs, absenteeism and accidents. Troubled employees also tend to complain more, are less productive, have difficulty concentrating on work tasks and usually have a high absenteeism rate.

In less enlightened times, companies would have told their troubled employees to leave their problems at home or risk termination. However, now more companies realize they can hold on to valuable employees by helping them both before problems develop and after they set in.

A DOSE OF LEISURE

As so many companies have already discovered, the workplace is an appropriate setting for employee assistance. At the work site, managers and co-workers can often identify problems early. The leverage of the job can be used to get troubled workers into an appropriate treatment setting. The workplace itself can serve as an environment conducive to crisis prevention.

Most problems hampering workers' performances do not evolve overnight. When left untreated, alcoholism only grows more severe, controlling all aspects of the drinker's life. Bankruptcy and insurmountable debts result from years or months of poor financial plan-

ning. Frequent conflicts with supervisors and co-workers are often created by insecure employees, who may regularly battle with bouts of depression.

"The growing demands on employees at work and at home take their toll in the form of stress," says Patrick Stinson, executive director of the National Employee Services and Recreation Association. "When left unchecked, stress not only results in psychological tension but leaves physical ramifications as well. What workers need are outlets for their pent-up tension. They need to confront the challenge of leisure and learn to define themselves apart from their jobs."

One healthy outlet for over-stressed workers is exercise. Jogging, aerobic dance or regular workout sessions help balance the cerebral nature of modern work by providing employees with the chance to get physical and release tension through their bodies.

"The oldest mechanism for dispelling anxiety that all organisms know is to do something," explains Dr. Joseph A. Pursch, corporate medical director for the Comprehensive Care Corporation in Newport Beach, California, which runs the 130 Care Unit hospitals across the U.S. "If you are nervous you run or clean house. Quite simply, you burn up energy by getting into motion. Unfortunately, about the hardest work some people do is strain their fingers to program a computer or dial a phone number. Without any substantial physical activity, these people have no way of dispelling their pent-up tension and energy."

By providing the opportunity to engage in physical activity, company-sponsored employee programs work as preventive medicine for a potentially unhealthy and over-stressed workforce. They also provide therapy to troubled workers.

"Popular thinking considers physical fitness *the answer to stress management and some forms of crisis intervention,*" emphasizes Tom Walker, recreation therapist for the Detoxification Rehabilitation Unit of North Kansas City Hospital in Missouri. "But I have found recreation to be even more effective in treating individuals, particularly those with substance-abuse

problems."

Many people have no constructive leisure-time pursuits, contends Walker, and consequently they become socially withdrawn. Company bowling leagues, softball teams, canoe trips, ski weekends and social functions help employees establish relationships with co-workers beyond the job. Such relationships, he says, help the individual develop a strong support system.

"The people we see at the hospital," notes Walker, "spend the majority of their leisure time drinking, often alone. Once they develop constructive hobbies or cultivate particular interests, they can manage their stress, sleep better, regain self-confidence and be more productive workers.

"When a company sponsors recreation activities for its employees," he adds, "the workers are given an opportunity to gain control over what they do—a factor often absent from their jobs. With recreation, in a relatively short period of time, they can actually see results."

A few good serves on the volleyball court can go a long way toward boosting an employee's esteem, according to Walker, whereas a long-term project at work can be frustrating when progress is slow.

The bodies of those who dispel their energy in a strenuous manner create endorphins that work as a tranquilizer to calm the body down, says Dr. Pursch. So that when an individual jogs or dances or swims, the body manufactures its own therapeutic drug, which helps maintain the stress level.

"Physical activity is even more important for the recently rehabilitated addict or alcoholic," notes Pursch. "The alcoholic's worst enemy is unstructured time. Their excuse is 'there was nothing else to do.' If a company can provide its workers with physical, cultural or social opportunities, it can help all employees with problems re-channel their mental energy from a state of tension or boredom to one of relaxation and healthy, constructive activity."

EAP'S EVOLUTION

One out of every six adults between the ages of 18 and 65 suffers from de-

pendence on alcohol and other drugs, depression, anxiety and other disabling emotional problems, reports the Comprehensive Care Corporation. This statistic becomes a dollars and cents issue for the nation's employers and workforce when a problem-drinking executive blows a multi-million dollar merger; when an assembly line worker, drowsy from barbituates, mangles her hand in a machine; when an anxious and tense manager is hospitalized with bleeding ulcers; when a young secretary decides to leave her abusive husband, but does not know where to turn for emotional and legal help.

Recognizing that workers don't leave their personal problems at home, companies are establishing employee assistance programs or EAPs. They know too well workers' lives off the job directly affect job performance; they have seen the quantity and quality of work reflect employees' troubles. And they are doing something about it.

"Today, most of the FORTUNE 500 companies have some form of employee assistance," notes Dick Stanford, executive director of the Workers Assistance Program of Texas and national secretary of the Association of Labor and Management Administrators and Consultants on Alcoholism (ALMACA) headquartered in Arlington, Virginia. "Overall, however, there are only 5000 EAPs across the nation."

EAPs are a fairly new phenomenon, says Stanford. Their genesis is in the alcoholism movement of the forties where companies like 3M and Kemper Insurance found it more cost-effective to get employees rehabilitated through treatment instead of firing them.

"There were several shortcomings to the alcoholism programs though," contends Stanford. "First, by calling it an alcoholism program, the very people you want to walk in the door wouldn't because of the name. Second, the whole approach was based on teaching supervisors to diagnose only alcoholism."

As decades passed, companies finally recognized the full scope of personal problems that impacted job performance—chemical dependencies, work-related problems, marital and family discord, financial strife, legal

The alcoholic's worst enemy is unstructured time. . . . If a company can provide its workers with physical, cultural or social opportunities, it can help all employees with problems re-channel their mental energy from a state of tension or boredom to one of relaxation and healthy, constructive activity.

problems and mental health crises.

"The turning point really came in the early seventies," asserts Dr. Pursch, "when General Motors realized that for every car that rolled off the production line, the amount of steel invested in that car was exceeded by the amount invested in health care."

In the last decade, companies also have begun approaching employee assistance from a job performance standpoint. Instead of probing into employees' personal problems, managers emphasize work-related difficulties and performance issues.

The turning point . . . came in the early seventies when General Motors realized that for every car that rolled off the production line, the amount of steel invested in that car was exceeded by the amount invested in health care.

According to the Administrative Management Society, a performance-focused interview procedure allows managers to address unsatisfactory behavior without attempting to diagnose or make assumptions about underlying causes. Uncovering the hidden problem is best left out of the manager-supervisor relationship, contends AMS, and in the hands of in-house or outside professionals.

Privacy is a crucial factor to any employee assistance program's success. Many companies provide free, 24-hour phone counseling to employees who are assured of anonymity. Similarly, employee assistance information, whether handled by in-house or outside counselors, is kept confidential and never included in the employee's personnel file.

ASSISTING EMPLOYEES

The corporate helping hand is ex-

tended to workers both at the work site and off-premises. Each EAP is tailored to meet the specific needs of the company, institute or governmental unit and its employees.

Because of expenses, it is typically the larger company that can afford to staff and maintain a formal employee assistance program. The Comprehensive Care Corporation reports that proponents for on-site locations argue the easy access boosts participation and brings problems "out of the closet." They also contend in-house counselors know the environment in which employees work and can easily identify work-related pressures contributing to poor employee health.

Advocates of off-site locations maintain the stigma attached to mental health services and the employee concern for privacy prompt more individuals to seek treatment away from work. Some have even generated concerns about corporate spying.

In a recent magazine interview, one executive of a multi-billion dollar company argued that "company counseling is such a powerful tool, such a perfect way to get secret information. . . . In-house psychological counseling may begin with the purest of motives, but when the going gets rough, it can be made to function as an internal secret police."

Such "Big Brother" suspicions are extreme, and according to most employees assistance coordinators, unfounded. More significant in the choice for off-site counseling is the fact that most companies cannot afford to train and maintain an in-house counseling staff; hence, contract services and referral systems have become an increasingly popular option.

Employee Assistance Program, of Comprehensive Care Corporation, provides contract services to help troubled employees in business, industries and government agencies. Services include the development of a company policy statement, analysis of employee benefit packages, supervisory training, employee education and relations materials, a 24-hour counseling service and an annual evaluation report containing cost-effectiveness, program utilization and other data. Among its clients are

the Pentagon and the Commissioner's Office for Major League baseball.

"By using a third party, confidentiality is assured to troubled employees who seek help," affirms a personnel manager of a major Midwest computer company. "Our EAP offers a humane, effective and confidential avenue for employees and their family members to resolve their personal problems affecting the employee's work performance. They can use a 24-hour hotline to get help. We then get quarterly reports on the number of referrals and the types of problems encountered; no

In the last decade, companies also have begun approaching employee assistance from a job performance standpoint. Instead of probing into employees' personal problems, managers emphasize work-related difficulties and performance issues.

names are ever revealed."

Before counseling begins, in both in-house and off-site programs, the troubled employee meets with an EAP counselor or representative so the problem can be evaluated and appropriate treatment prescribed, which is often paid for—at least in part—by the company or union. Follow-up with the employee or the referred agency is important for monitoring the program. Equally significant for an EAP's success is its usefulness to the entire workforce.

"Our goal is to carry employee assistance further than alcoholism treatment," explains Irene Heavy, manager of employee benefits and services at Sperry Computer Systems in McLean, Virginia. "When employees and their families can be helped with any personal problem—familial, financial, legal—then it's a true employee service."

IGNORANCE—FAR FROM BLISS

Ignoring workers' problems is costly—for everyone involved. Conservative estimates place the cost of troubled employees at \$100 billion each year, through decreased productivity and increased health care costs, accidents and absenteeism.

According to the Administrative Management Society, 30 percent of all company absenteeism results from employees with personal problems. Troubled employees may even be absent from the job while at work, in the form of long breaks or frequent absences from the work station. They encounter more accidents, both on and off the job. They also make more trips to the medical department or health service. They even experience more mental lapses while at work, and because of mood swings, create tension with their co-workers.

General Motors says that absenteeism alone costs their company more than one billion dollars per year, of which alcohol, drug abuse and mental health costs are a major portion, adding hundreds of dollars to the cost of producing each automobile.

And, at the Utah Copper Division of Kennecott Copper Corporation, a group of 37 problem drinkers lost nearly 70 days of work during the year, compared to an average loss of 12 working days for all workers.

BOOSTING PERFORMANCE AND THE BOTTOM LINE

Corporate social responsibility has come of age with the adoption of employee assistance programs, and not without reward. Companies rescuing their troubled employees through the positive alternative of an EAP report quite favorable results.

The Kennecott Copper Corporation estimated a six to one benefit to cost ratio, per year, for its "Insight" psychotherapy program. Kennecott's studies of 150 men who spent 12.7 months in the program showed a 52 percent attendance improvement, 74.6 percent decrease in weekly indemnity costs and a 55.4 percent decrease in medical-surgical costs after "Insight" services.

The Equitable Life Assurance Society found that for every one dollar of treatment cost incurred by the Emotional Health Program, there was a three dollar return on increased productivity. Other companies are finding as much as an eight dollar return for every dollar invested in employee assistance programs.

Productivity at the Northrop Corporation increased 43 percent for the first 100 treated alcoholics after three years of sobriety. This statistic translated into a \$19,800 average savings per employee.

Illinois Bell Telephone in Chicago reported that about half of the employees referred to health evaluations are emotionally ill. After referring them for psychiatric consultation, a follow-up study showed the average number of work days lost for each case decreased from 90 to 50 days. For the 650 employees in its alcohol rehabilitation program, poor performance dropped from 28 to 12 percent. An estimated direct savings of \$459,000 in reduced sickness and disability absences was found and dramatic decreases in accidents were also observed.

Finally, St. Benedict's Hospital in Ogden, Utah estimated that it saved \$28,500 in turnover and replacement costs, since its "Helping Hand" employee assistance program was instituted two years ago.

Success need not be solely measured by statistics pointing to higher rates of productivity or lower rates of absenteeism and medical claims. Employee assistance programs contribute to the emotional well-being of the individual employee and the overall morale of the entire workforce—intangibles nearly impossible to measure. Most of all, EAPs satisfy mutual interests so crucial to any employee service—they fulfill the corporate interest to maximize profits and they fulfill the individual's interest to improve their own health.

When employee services and recreation managers introduce leisure to the workplace, they improve individual and corporate health. They also release the other half of employee assistance—employee enhancement, through which companies can prevent the kind of problems EAPs are designed to fix. ☺

Companies are finding an eight dollar return for every dollar invested in employee assistance programs.

NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Free Clerical Services—Provided by NESRA for intra-membership communication.

Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming, for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—

NESRA and the Educational Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted by NESRA and NIRREF cover all phases of employee recreational activities. The studies enable our members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

Know us by the companies we keep



NESRA

The National Employee Services and Recreation Association is known by the companies it keeps—year after year. Over 2,200

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.



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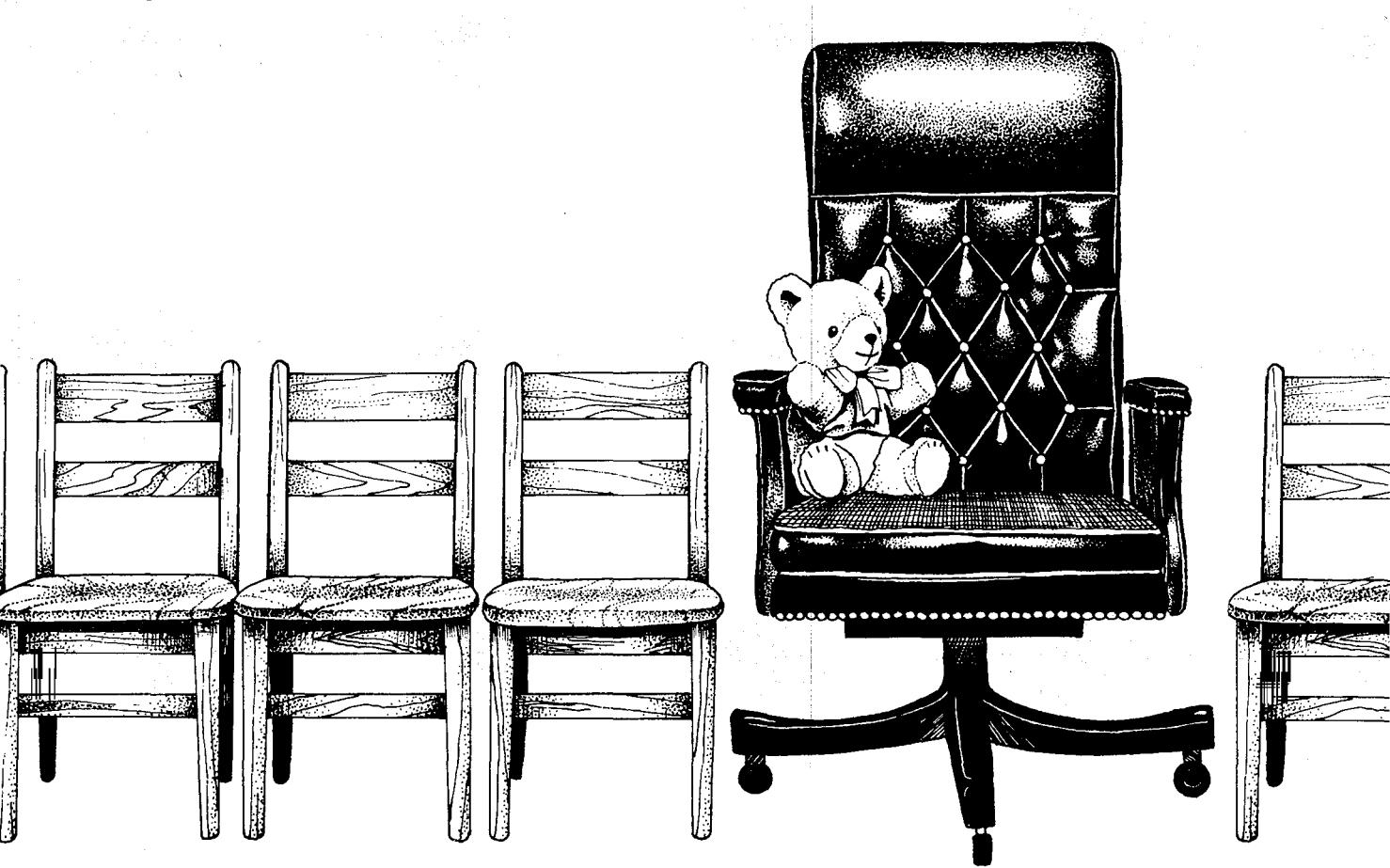


GOODYear

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MARTIN MARIETTA

THE CHILD CARE BUSINESS



by Beth A. Briestensky,
editorial assistant

By 1990, ten million preschoolers will have mothers in the workforce. Today, 6.8 million children under the age of six and 22.8 million children between 6 and 17 have mothers who work outside the home.

According to recent reports, there are less than 2 million slots in child care centers to accommodate the nearly seven

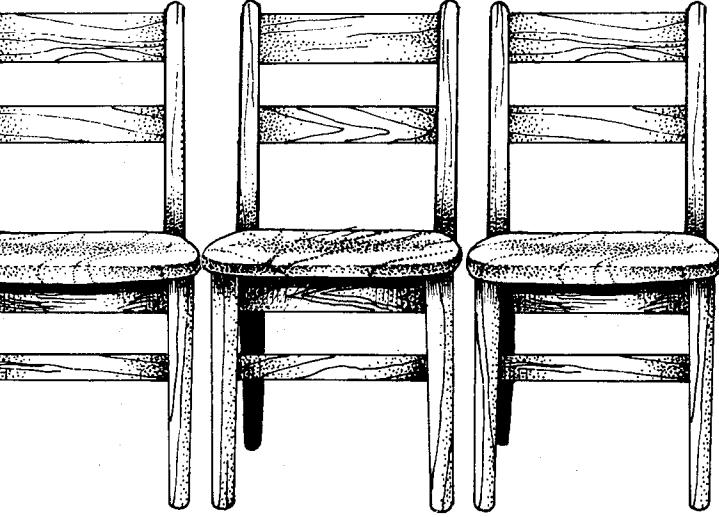
million preschoolers with working mothers. The greatest unmet demand for service is from parents of children under three.

All of these facts point to an urgent dilemma for working parents in today's society.

"Working mothers continue to list child care as the single most important problem they face in survey after survey that our child care project at Co-

lumbia University has reviewed," notes Sheila B. Kamerman, co-director of a major national study of child care services supported by the Carnegie Corporation.

"Good child care is not cheap," she adds. "Our study shows that costs range widely depending on the type of care provided and the region of the country. In Orlando, Florida, and Rochester, New York, care for a preschooler is



graphic courtesy of Kinder-Care®

about \$45 a week and for an infant/toddler, it's \$55 a week. By contrast in Summit, New Jersey, and Philadelphia the costs are \$75 a week for a preschooler, \$95 for a toddler (in New Jersey), \$126 for an infant. Much of what is available now is priced beyond what most parents can afford."

While employees cannot deny the need for child care services and its benefits to working parents, few compa-

nies have taken an active role in responding to the lack of quality child care programs.

A 1978 survey of 58 sponsoring organizations of day care centers found that their child care programs attracted new employees (88 percent), lowered absenteeism (72 percent), lowered job turnover rate (57 percent), improved employee attitudes towards the employer (65 percent), increased publicity

(60 percent), and improved community relations (36 percent). Despite these benefits, the number of companies providing substantial child care assistance made a small jump from 100 in 1978 to a mere 600 in 1983, according to *Nation's Business*.

At first glance, costs and state regulations for an in-house center appear

(continued on following page)

overwhelming, especially coming out of a recession. Companies need not establish elaborate on-site facilities, though. Many alternatives are available depending on employee size, the state of community child care services, and program budget.

ON-SITE FACILITIES

With few child care facilities available in the Lowell, Massachusetts area, Wang Laboratories set up a child care center as a separate company—Wang Laboratories Child Care Center, Inc. Located two miles from corporate headquarters in a leased elementary school building, the center cares for 215 children ranging in age from six months to five years. Wang employees are subsidized at 50 percent of the fee. A long waiting list testifies to the popularity of this program, which is also open to non-employees.

"Back in 1979 we took a look at our options and discovered few available day care centers here in the Merrimac Valley," explains Patricia Yen, child care administrator. "Monetary assistance or a referral service would be of little use to our employees."

Wang's most significant benefit is improved employee relations. "The

employee's perception of the company is now as an organization that really cares about the family and the needs of the employee," says Yen, "We've also gained a lot of outside publicity on our program since this is still a unique thing in the industry."

Walt Disney World's on-site child care program was created and staffed by Kinder-Care, the largest chain of child care programs, based in Montgomery, Alabama.

"Walt Disney World had been seeking a child care program for quite a while," explains Gordon Black, manager of cast activities. "Our employee opinion poll indicated that employees needed some child care assistance."

Disney World's child care center has been offering high quality supervision and education to infants and children up to the age of five since 1981. Currently, 210 children are enrolled in the center and almost 300 children are waiting to get in.

"The center gives the parents more time with their children," says Black, "and allows easy access in case of illness."

A COOPERATIVE VENTURE

In Baltimore, five major companies

and numerous smaller organizations formed Downtown Baltimore Child Care, Inc. three years ago to answer their child care needs in the downtown area. The association is registered as a non-profit organization with an executive director who is an employee of the city; a board of directors who set policy and are responsible for running the center; and a staff director of the center who hires the staff and the teachers.

The association's licensed child care center opened in September, 1983 and continues to provide institutional and educational care for an average fee of \$65 per week. These fees support the program that maintains hours designed primarily around the working parent. Open to the public, the center has a capacity for 45 children and currently provides quality educational child care with a trained staff to 27 children.

By September of 1985, the center hopes to accommodate 75 children of working parents.

Downtown Baltimore Child Care, Inc. program is "state of the art," according to Jim Long, personnel officer at the Maryland National Bank and director of employee communications for Downtown Baltimore Child Care, Inc. "It gives employers the opportunity to provide day care services without han-



dling the heavy cost involved," he says. "Our only cost was the initial contribution of monies. Now the program supports itself."

"The initial investment in a child care program is considerable," notes Nancy Kramer, director of the Baltimore Child Care Association, "but this consortium of businesses has proved they can work together to produce a more economical program. This arrangement also gives them enough distance to be to their advantage. The companies are not bothered by the day-to-day operations."

"We're in a unique situation because both the private and public sectors are involved," adds Long. "Private money started the center and public resources such as the city staff and government agencies are available to us."



At the Downtown Baltimore Children's Center, a consortium of businesses work together to provide quality educational care to 29 children of working parents.

CORPORATE DISCOUNTS

The voucher system is a popular form of corporate child care assistance. A company pays care providers directly to secure a reduced rate for its employees. Approximately 500 businesses offer vouchers to their workers, according to one employee benefits specialist.

In addition to assisting with on-site facilities, Kinder-Care offers a corporate program called "Kindustry." This program gives a ten percent discount on already established centers to industry participants if the employer provides a matching amount, creating a 20 percent price reduction for the employee.

For the smaller company, this type of discount program can work quite well. The 600 employees of OCLC (On-line Computer Library Center) in Dublin, Ohio, can take advantage of a program offered by the Early Childhood Learning Center (ECLC). ECLC currently operates schools in nine states.

The children are picked up by ECLC from the workplace around 8:15 a.m. and are returned to the worksite around 5:00 p.m. According to Jean Miller, OCLC employee representative, the employees receive a 5 percent discount on child care services and benefit from the transportation service.



Steelcase Inc.'s informational and referral service matches working parents with family home providers.

(continued on following page)

"Because the parents don't have to make that special trip with the children," asserts Miller, "they are more rested and feel more secure."

INFORMATION AND REFERRAL

Another fast-growing child care program is an information and referral (I&R) service. I&R's are created to improve the match between parents and the growing variety of licensed child care providers. Approximately 900 companies offer an I&R to their employees, either in-house or through an outside specialized agency, according to *Nation's Business*.

"Working in cooperation with the community rather than in competition with the community" is the reason Michigan-based Steelcase, Inc. chose an I&R, explains Bonnie Negen, child care coordinator. The Grand Rapids community already had a plentiful supply of good child care in terms of licensed family homes and day care centers.

Steelcase's I&R focused on family home providers after finding out their employees' needs and preferences. The majority of their child care requests were for infant care in a less institutionalized setting. The second most popular requests were for before and after school care in sites close to the schools. Finally, employees requested night-time care in a comfortable, family-oriented setting.

"It just seemed logical to go with family home providers," emphasizes Negen, "and provide this information to our employees."

Totally financed by Steelcase, the I&R service for employees is staffed by two child care coordinators with extensive backgrounds in child rearing and child care: Bonnie Negen and Patricia Ward. They obtain the names of licensed family home providers from the Department of Social Services. They then visit each home to learn about the philosophy of the caregiver, their activities, and how they assume their role.

To be referred as a home provider, the caregiver must attend workshops given by the child care coordinators, have liability insurance, and sign a legal agreement put together by company

lawyers. Negen and Ward then offer the family home providers support by giving them child care materials, suggestions of activities to do with the child and a monthly newsletter.

The Steelcase service requires employees to come into the I&R office and talk about their child care needs, the children themselves and the child care programs available. Important consumer skills such as what to look for and what to ask are also discussed. Then Negen or Ward try to match the family to three home caregivers or the names of two or three day care centers. The final choice rests upon the family after they visit each site.

"We believe parental choice is most important," adds Negen.

**According to experts,
a child care program
attracts new employees,
increases productivity,
reduces absenteeism and
improves morale.**

SALARY REDUCTION

Salary reduction is another popular method of child care assistance, according to Dana Friedman, senior research fellow at the Work and Family Information Center in New York, especially among small professional firms. Employee's salaries are decreased by the amount of their child care expenses (as long as this does not exceed the income of a lower-earning spouse). The boss then pays the child care provider.

While the business saves a small amount on taxes since it reduces its payroll expenditure, the employee really gains, because taxable income is reduced.

CORPORATE BENEFITS

Everything a firm does to support child care is either tax-deductible or eligible for a tax credit, Friedman points out.

"Most services are considered necessary business expenses," says Friedman. "Others may be covered by the

Economic Recovery Tax Act of 1981, which allows child care expenses to be paid separately from the worker's paycheck, using funds that are not subject to withholding of income, Social Security or federal unemployment taxes. The business owner therefore is offering benefits that do not increase payroll taxes."

A company offering any type of child care service is sure to gain additional benefits. According to experts, such a program attracts new employees, increases productivity, reduces absenteeism and improves morale.

LAUNCHING A COMPANY CHILD CARE PROGRAM

Before any program can be started, a company must determine whether it actually needs a child care program. ECLC suggests asking the following questions:

- Do you employ a high percentage of parents with young children?
- Have your employees expressed child care problems?
- Do you have a high percentage of single parent employees?
- Do you employ a large female labor force?
- Is there a need to enlarge your recruitment?
- Have you experienced absenteeism problems?
- Do you have morale problems?
- Do you have a large enough work-force to ensure that a child care program would be cost-efficient?

A "yes" to half of these questions, according to Marilyn Solomon, ECLC vice president of marketing, research and development, means that some form of child care can help your company.

Once a need is determined, employers should conduct a needs assessment with the workforce, survey services within the area, identify costs and regulations associated with the various options, and talk to child care experts.

Most likely, the future will usher in more child care programs to meet the growing child care needs of working parents. Researcher Kamerman sums it up: "The issue no longer is whether we need such services, but rather how to assure access to good ones."

Dual Facilities: Serving Child Care and Employee Recreation

by Marilyn K. Solomon

Today more than half of the adult female population works outside the home and nearly six million of these women have preschool age children. Considering this impact on the labor force, it is only natural that business and industry get involved in child care.

To meet employees' child care needs, a number of companies are deciding to build their own on-site child care facilities. Building such a child care facility can range from \$300,000 for a small (75 child capacity) pre-fabricated center to \$1 million for a luxury center.

With corporations cautious about such large expenditures, the center must be cost-effective and accessible to all employees—from top executive to custodian, including employees with and without families.

This concern has led to the concept of a child care center serving a dual

purpose—child care and employee recreation. Such a building, like the Toledo Hospital Child Care Center that opened in January, can maintain a high utilization and provide a service to as many employees as possible.

Designing future or existing child care centers to meet employee's recreational needs is not a difficult task. The primary considerations are for large open space areas, ample storage areas, easy access to equipment, fast conversion of space, and scheduling, as a joint effort between the director of the child care center and the recreation director.

Practically all facilities, and outdoor areas can be used for child care and employee recreation purposes. The only area with restricted use would be the infant area because of sanitation concerns and the difficulty of moving furniture such as cribs.

The preschool area (a large open area) can be used for activities with few equipment demands such as aerobics, karate, and arts and crafts clubs.

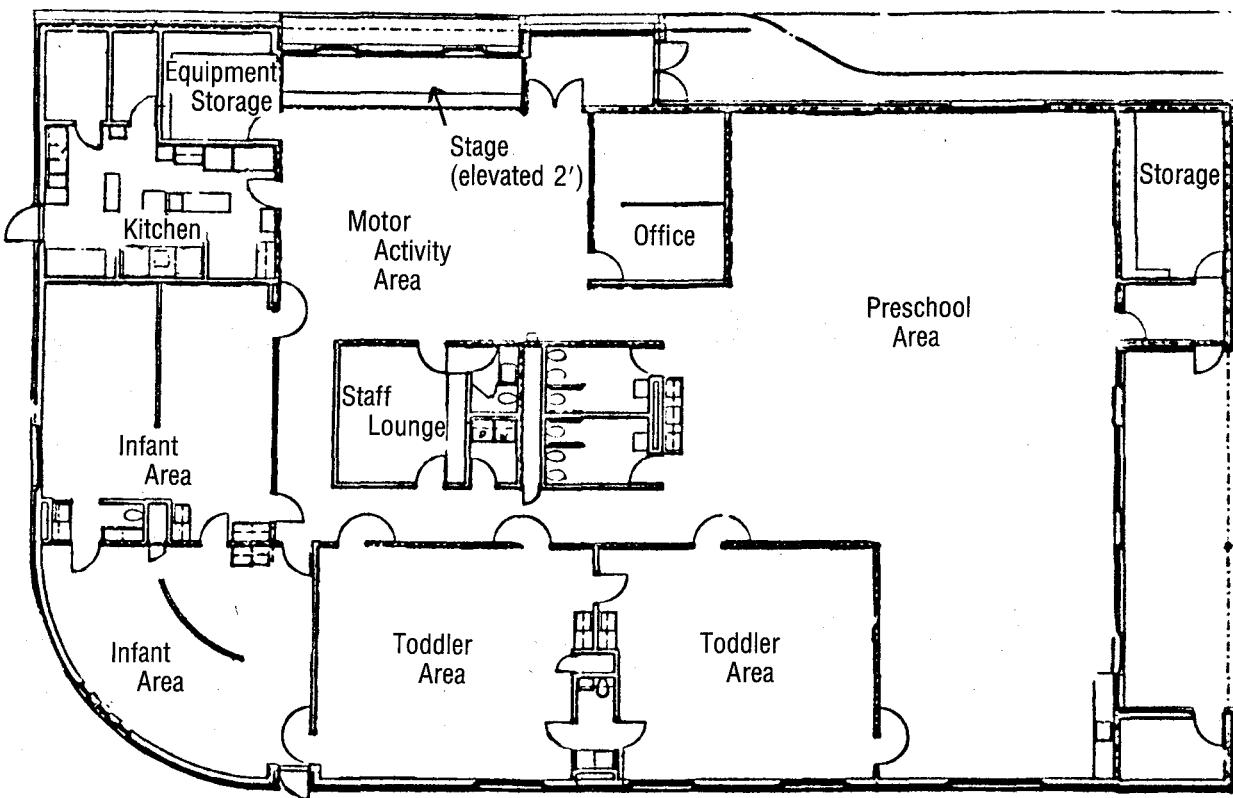
Evening discussion and education sessions for single parents, senior citizens and other employees can be held in smaller rooms or toddler areas.

Banquets and employee dinners can use the motor activity area and kitchen. Also, outside gas grills can be used for family picnics and employee functions.

The motor activity area, an indoor activity area for children, could also serve as a cafeteria and an employee gym with equipment that could be rolled away or attached to the wall.

The weekly schedule for the motor activity area might run as follows:

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**This concept
of a dual facility . . .
makes the center
a resource to
every employee,
not just employees
with young children.**

- 7:00–7:30 (M–F)** Kindergarten Exercise Time
- 7:45–8:30 (M–F)** Breakfast (all children)
- 9:00–9:30 (M–F)** Toddlers Play Time
- 9:30–10:00 (M–F)** Preschool I Exercise Time
- 10:00–10:30 (M–F)** Preschool II Exercise Time
- 10:30–11:00 (M–F)** Kindergarten Free Play Time
- 11:00–1:00 (M–F)** Lunch (2 seatings)
- 3:00–3:30 (M–F)** Toddler Play Time
- 3:30–4:00 (M–F)** Preschool II Free Play Time
- 4:00–4:30 (M–F)** Preschool I Free Play Time
- 4:30–5:00 (M–Th)** Kindergarten Structured Activity Time (Fri) School Movies
- 5:30–6:30 (T–Th)** Aerobics (MWF) Fitness Program—exercise equipment available
- 7:00–8:00 (T–Th)** Women's Fitness Program (M–W) Men's Fitness Program
- 8:00–9:00 (T–Th)** Discussion Groups—fitness, dietary, single parents, etc.

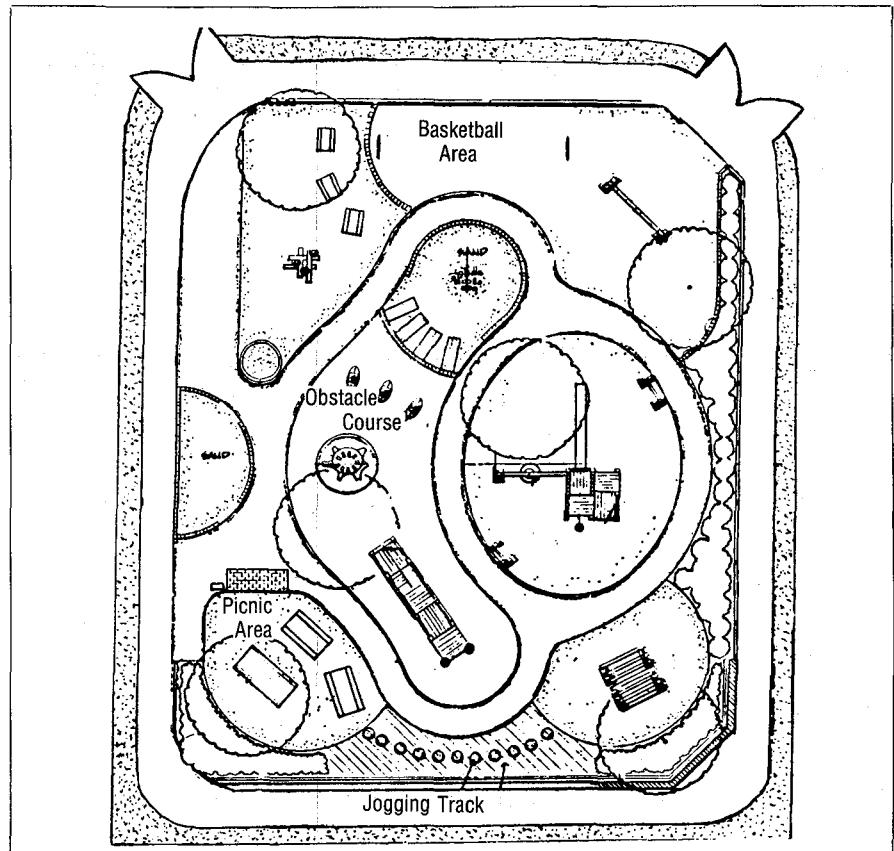
Exercise equipment, collapsible cafeteria tables, and easily storable furniture can be kept in a small room to increase use of the facility.

This concept of a dual facility utilizes the child care center during work hours and non-work hours. It makes the center a resource to every employee, not just employees with young children.

A company's expenditure on this type of facility is no longer an issue of social corporate responsibility, but of good economics. This is achieved through the center's impact on recruitment, retention, reduced absenteeism, attitudes towards employer, increased productivity, attitudes of employees, fitness of employees, and mental health of employees.

The need for child care has been a reality for some time. As companies search for economical answers to this problem, one possible and innovative solution might rest in a child care center that serves as a recreational facility.

Marilyn K. Solomon is the vice president of marketing, research and development for the ECLC Learning Centers for Early Childhood Education headquartered in Indianapolis, Indiana.



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- "I OWE MY SOUL TO THE COMPANY STORE"—Randy Schools, CESRA, General Manager, Recreation and Welfare Association, National Institutes of Health, provides assistance in developing goals, objectives and procedures while appealing to today's consumer through a company store.
- "PROBLEM SOLVING STRATEGIES FOR EMPLOYEE SERVICES AND RECREATION PERSONNEL"—Linda Hartsock, Ph.D., President, Hartsock Associates, discusses how situations become problems, input overload, decision-making models and strategies for coping with on-the-job problems.
- "VOLUNTEERS—THE SUCCESS OF OUR PROGRAMS"—A panel discussion that explores how every successful employee services and recreation program relies on the use of volunteers. This session addresses ways to motivate, work with and reward the volunteer.
- "CHAPTER DEVELOPMENT: WHAT'S IN IT FOR YOU?"—Michael T. Brown, CESRA, Director of Marketing, NESRA, explains how to start a NESRA Chapter. Information is presented regarding bylaws, dues, organizational structure and benefits of chapter affiliation.
- "PERSONAL AND CORPORATE WELLNESS"—Donald B. Levitt, Ph.D., Stress Management and Performance Enhancement consultant, aims to increase awareness on the concept of total wellness—including psychological, vocational, avocational, social, educational and spiritual health.
- "PRE-RETIREMENT PROGRAMMING—CREATING YOUR FUTURE NOW"—Stanley and Verna Hayes, Life Design Associates, present a profile on pre-retirement education, training, and counseling. Topics include: background information for retirement programs, types of programs, typical costs incurred and achieving an effective program.
- "EMPLOYEE FITNESS PROGRAMS—WHERE DO I BEGIN?"—John Bickley, Director of Fitness and Physical Education, YMCA of Columbus, supplies answers to the often-asked questions: "How much will it cost?", "Where do I start?" and "How do I justify a program?"
- "PLANNING FOR A CAREER IN EMPLOYEE SERVICES AND RECREATION" (student session)—John Rath, Manager of Employee Fitness Programs, Frito Lay, Inc., explains how a student can gain practical experience through internship programs provided by businesses and industries and explores the facts about the field of employee services and recreation.
- "HUMAN RESOURCES MANAGEMENT AND EMPLOYEE SERVICES—MEETING THE NEEDS OF TODAY'S WORKFORCE"—Ray Walsh, Consultant, Human Resources Concepts, Inc., highlights the ever-increasing importance of the role of employee services and recreation in managing today's—and tomorrow's—employees.
- "AN EMPLOYEE PROGRAM THAT MAKES A DIFFERENCE"—Elaine Clark, Employee Assistance Counselor, Riverside Methodist Hospital, discusses how Employee Assistance Programs are becoming more common as employers realize the part they can play in helping employees deal with personal problems.
- "CURRENT ISSUES IN HEALTH: WELLNESS PROGRAMS IN INDUSTRY—ARE THESE PROGRAMS REALLY GOING TO MAKE IT?"—Beverly Ware, Ph.D., Health Education Programs Coordinator, Ford Motor Company, addresses issues in the implementation and management of health and wellness programs within an organization. Among the issues examined are program definitions and operations, the relationship of these programs to existing company activities and benefits—for employees as well as management.
- "SPORTS PROGRAMMING"—Jim Battersby, Executive Director, Lockheed Employee Recreation Club, provides a look at facility resources, scheduling techniques, risk prevention and first aid administration in the corporate sports program.
- "COMPANY-SPONSORED DAY CARE: EASING THE MINDS OF EMPLOYED PARENTS"—Marilyn Soloman, Vice President of Marketing and Research-Development, ECLC Learning Centers, Inc., explains how company-sponsored day care solves the problem of finding proper care for children of working parents.
- "THE ART OF NEGOTIATION"—Dom Bucca, CPM, CESRL, Corporate Director of Purchases, Jamesbury Corporation, discusses how administrators can gain the upper hand in negotiating business transactions through the use of strategic negotiation.
- "PUTTING HIGH-TECH INTO YOUR RECREATION PROGRAMMING"—Becky Serey, Manager, Micro-Computer Services Group, Ohio State University, gives an in-depth look at how computers can enhance the administration of a recreation program with employee surveys, tournament scheduling, item sales and financial planning.

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A Camp They Call 'Fantastic'

During the summer of 1983, employees of the National Institutes of Health in Bethesda, Maryland sponsored fund-raisers and provided the volunteer support for a special summer camp for children with cancer. Called Camp Fantastic, the camp gave a new meaning to life for the campers and counselors alike.

"Totally awesome."

Borrowing a phrase rooted in Southern California's Valley cult, a young man described his experience at a summer camp in Front Royal, Virginia.

Continued camper "Stormin'" Norman Wilson, "This place shouldn't be named Camp Fantastic . . . it should be named Camp FUNtastic!"

For the most part, Wilson and his young peers at Camp Fantastic were like campers everywhere. They got



Like campers everywhere, these children put horseback riding high on their agenda.

mosquito bites, pulled pranks on their counselors and complained about camp food. But unlike other campers, these

kids came to camp with cancer.

The combined efforts of the non-profit, fund-raising organization, Special Love Inc., the Northern Virginia 4-H Educational Center, employees of the National Institutes of Health (NIH) and one of its institutes, the National Cancer Institute (NCI) resulted in a week-long outing for 30 pediatric cancer patients.

On a Saturday last summer, Tom Baker, president of Special Love, Inc. and camp founder, watched the last camper reluctantly board the bus home. "Before the camp started, if I had written down what I hoped would happen during the week," he noted, "I couldn't have come any closer than what actually happened. The camp was a tremendous success."

Baker, a Winchester, Virginia real estate developer, and his wife, Sheila, became interested in starting a camp for children with cancer after their own daughter died of lymphoma seven years ago.

"Ever since that experience," re-



Camp Fantastic—a place for special people.

PROGRAM SPOTLIGHT

called Baker, "we've been very conscious of childhood cancers. One day I read a magazine article about a camp for kids with cancer in New York State and I just couldn't get the idea out of my mind. Last year, my wife and I visited that camp, came home, and im-

Washington D.C. area, Camp Fantastic is one of only a few camps in the country for children with cancer. Camp was pitched for one week in Front Royal, Virginia at the Northern Virginia 4-H Educational Center, a camp that stretches across the foothill country of

ing and meeting hall, a large swimming pool, an archery range, stables, a softball field, tennis courts and canoe pond.

"We wanted to give these kids an opportunity to do things that they may not otherwise be able to do because of their illness," said Andy Tartler, an NIH employee and camp counselor.

And so, a typical day in the life of a Camp Fantastic resident started at 7:15 a.m. By nine o'clock, breakfast was finished and the first structured class began. Here, the campers chose classes in various crafts or hobbies, such as dance and photography, taught by the 10 camp counselors.

Three classes were held throughout the day, in addition to the two afternoon recreation periods where the campers swam, rode horses (this year's favorite activity), played softball or visited area attractions, such as the Skyline Caverns. Each night after dinner, campers sang and played games around a campfire.

The week's most memorable event, the campers agreed, was Wednesday night's talent show. Performances included skits by the campers, a rendition of Barry Manilow's "I Write the Songs" and a beauty contest among the camp's most attractive men—dressed as



Arts and crafts classes ushered in the busy day.

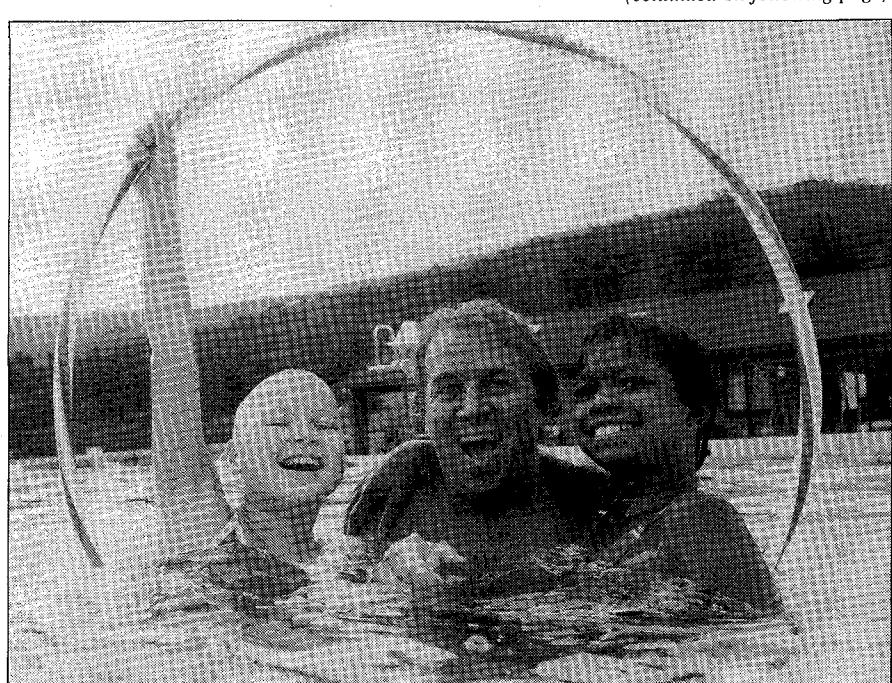
mediately began working on Camp Fantastic."

At the same time, John Dooley, director of the northern Virginia 4-H Education Center, future site of the week-long Camp Fantastic, was thinking about a camp for special children. "I had originally been planning a camp for physically handicapped children when Tom (Baker) arrived at my doorstep with the idea for Camp Fantastic," said Dooley.

Baker then teamed up with Dr. Phillip Pizzo, Chief of NCI's Pediatric Branch, Kathy Russell of the Clinical Center Oncology Branch, who served as administrative coordinator of the camp, and Randy Schools, general manager of NIH's employee association, Recreation and Welfare, Inc., and coordinator of the fund-raising efforts and staffing of the camp. After slightly more than a year of planning and hard work, on Sunday, August 21, Camp Fantastic opened its arms to the young campers.

The first of its kind to serve the

the Blue Ridge Mountains. On its rolling meadows are residence halls, a din-



The fund-raising efforts of Randy Schools (center), general manager of NIH's employee association, made possible Camp Fantastic.

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PROGRAM SPOTLIGHT

women. One group of campers composed the first Camp Fantastic theme song:

*Camp Fantastic is a wonder place,
It helps me get rid of my cancer case.
I can't wait to see the look on my
doctor's face,
When I tell him all about this won-
derful place.*

Despite the casual surroundings of the camp, the campers were never far from medical supervision. Twelve doctors and nurses, part of a team of the NCI Pediatric Branch, volunteered to be on hand around the clock to give pills and perform blood tests. They were also conducting an NIH approved study to evaluate the benefits the young cancer patients received from attending the camp.

"There's no doubt that the major goal of Camp Fantastic was for the kids to have fun," said Dr. James Miser, a NCI Pediatric Branch physician and a part-time camp doctor. "But the camp also gave both the campers and physicians the chance to escape the doctor-patient roles to interact with each other as people."

Besides improving relations with their physicians, nurses and other health workers, the campers—many of them away from home for the first time—gained confidence in themselves.

"Cancer treatment often causes children to become dependent upon doctors and parents," Miser noted. "And parents often become overprotective of their children. Our ultimate goal in treating these kids is to cure their cancer and send them on to live normal lives. This camp, we hope, will help them prepare for that."

Parents, even while staying home, benefited from Camp Fantastic, too, said Margie Quelet, mother of ten-year-old Jeff. Just last June, doctors found that a lump in Jeff's leg was cancerous.

"I needed that week," said Mrs. Quelet. I didn't realize how much I had pent up. During the time Jeff was at camp, I dealt with a lot of things that had been building up inside me. When Jeff came home, I felt a lot better and I think he did, too."

Jeff's surgery left him using crutches. When Jeff returned home from camp, he was willing to try—for the first time—walking without them. Mrs. Quelet thinks the example set by other campers gave him the encouragement he needed.

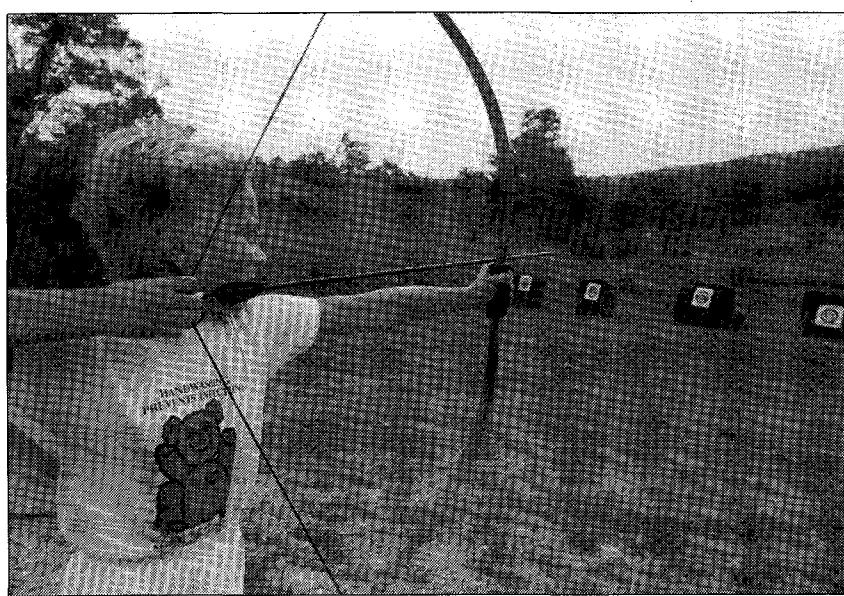
Was Jeff homesick? "Not that I could tell," answered Mrs. Quelet. "He goes on and on about camp songs at every meal. I haven't heard him say one negative thing, except about the powdered milk. He's already made me mark that week down on the calendar for next year."

The week-long camp, operating at a total budget of nearly \$11,000 (covering camp rental, food and bus transportation), cost about \$275 per camper. In July, Recreation and Welfare Inc., NIH's employee association, sponsored Camp Fantastic week at NIH and raised a sizable contribution through a workday barbecue luncheon, a fashion show, a wine and cheese reception, a fun run, raffles and donations from local merchants. Each camper was asked to contribute \$25.

Posters and desktop flyers, donated by the NIH art department, spread the word about Camp Fantastic. Once the word got out, recruiting volunteers was a breeze, according to Randy Schools. "They came up to me and asked to be camp counselors," he explained, "and they used their own vacation time to participate."

One of the most valuable donations, said Camp Fantastic director Baker, was the time and enthusiasm offered by the 4-H and NIH counselors, the full-time summer employees of the camp who volunteered their time to Camp Fantastic and the medical team. "It's amazing the way everybody came together to provide such a great time for these campers," Baker concluded.

Learning from the first Camp Fantastic, 4-H camp director John Dooley said some changes will be made for next year's program, which is already being planned. "The kids came here so excited and played so hard," he said, "The most significant change we'll make for next year's camp will be to include a definite naptime."



According to campers, Camp Fantastic was right on target.

For more information on Camp Fantastic or to find out how your company can help raise funds for this year's event, contact Randy Schools, National Institutes of Health, 9000 Wisconsin Avenue, Building 31A-B1 level, Bethesda, Maryland 20205, (301) 496-6061.

Portions of this article, written by NIH intern Leslie Fink, reprinted by permission of The National Cancer Institute.

Photos courtesy of the National Cancer Institute.

The Business of Writing Letters

Business letters are effective substitutes for face-to-face visits, making and keeping contacts, attracting and holding customers, and building a favorable image for your company.

The McGraw-Hill Handbook of Business Letters by Roy W. Poe examines more than 160 different letter-writing situations and provides model letters to demonstrate how diverse situations can be handled effectively. Ten major categories of business letters are covered: transmittals and confirmation, requests, letters to customers, credit and collection letters, sales communications, letters to suppliers, public relations and personnel letters, employee relations letters, job applications and resignations, and social correspondence.

One such business situation involves turning down job applicants tactfully, whether the applicant is qualified or not for the position. The following letter is a response to a partially qualified applicant:

Dear Mr. Jacobi:

Thank you for applying for the position of cost and scheduling manager at Cent-West Corporation, which was advertised in the November issue of Power.

Certainly, Mr. Jacobi, your educational qualifications are superb, and your twelve years' experience in general power-plant projects is most impressive. I do not, however, find any mention in your résumé of coal power-plant experience, which is mandatory for this position (four years minimum).

If I am incorrect in my assessment of your credentials, I would be pleased to hear from you—immediately, please, since we must make a final decision within the next two weeks.

Very sincerely yours,

Notice that the personnel director starts out thanking the applicant. Emphasis is then placed on the applicant's excellent background in general power-plant management. Only then does the writer indicate tactfully that the coal power-plant experience was not listed. Yet in case he misread the ad, the opportunity is presented to quickly supply the missing credentials.



Recognition in writing of employee achievements can add much to employee morale. As Poe notes, "Words on paper are tangible and permanent; they can be shared with family and friends and read and re-read by the recipients when they need a lift."

These congratulatory letters should be warm and friendly, specific about the achievement or occasion being acknowledged, and not grossly exaggerated.

In the following sample letter the personnel vice president writes a letter of appreciation to an employee who has served effectively as head of a committee during the past year.

Dear Chris:

Thank you for serving as head of the new employee orientation committee during the past year.

Under your leadership, our employee orientation program has become the most effective instrument we have for educating new people about the company—its past, present, and future; its people, policies, and procedures; its high standing in the industry. I'm confident that new people now adapt more quickly to their new environment and bring to their jobs a good feeling about Boughton's—so important to morale and productivity.

I have been especially pleased at the variety of your programs, the professional yet interesting manner in which the speakers brought off their presentations, the effective use of visual devices, and your allowance for participation by the new employees themselves.

You ran a good show, Chris, and I am deeply grateful.

*My best to you,
CC: J. R. Dykman
Director of Marketing*

Once again the personnel vice president introduces the subject with a "thank you" and then in the second paragraph recounts the employee's achievements overall and her importance to the company. Next the vice president singles out the things that were especially deserving of praise, thus giving the recipient the assurance that these are not empty words that could apply to anyone. Finally, the writer sends a copy of the letter to the employee's boss.

In addition to a myriad of models and explanations, Poe sets down basic guidelines for writing business letters

(continued on following page)

MANAGER'S MEMO

so that the letter writer obtains set objectives. These guidelines place emphasis on triggering greater profits by writing effective messages.

Do not waste words.

Nearly one-third of the words in the typical business letter are wasted words, according to Poe. Wasted words are those that clutter your message without adding to it. For example, instead of simply stating "many employees believe that," many people clutter their letter with, "a large segment of the employees are of the opinion that."

Repetition and redundancy should always be avoided. A repetitive statement such as "Although it is our policy to accept returned merchandise that is in good condition, returned merchandise that is not salable cannot be accepted" can be neatly stated, "We accept only merchandise that can be resold." Moreover, a redundant phrase like "vitally essential" needs only one of the words to convey the meaning.

The point Poe makes is to edit your writing to eliminate nonsense words and phrases, repetition and redundancy. It takes 46 words to say, "With reference to your request for an extension on your note under date of March 20, we have considered the matter carefully and are pleased to tell you that we will be willing to allow you an additional 90 days to make payment on your note." Yet you can say the same thing using only 17 words: "We are pleased to allow you an additional 90 days to pay your note dated March 20."

Keep the language lively.

Always remember to express yourself as you would if you were facing your reader, advises Poe. Avoid *federalese*—overblown governmental language—and use conversational writing that is much more lively and interesting. To muddle your message you would write, "The expeditious manner in which you executed our high-priority order for maple seedlings is hereby gratefully acknowledged." On the other hand, clarity is achieved by writing, "The maple seedlings arrived

this morning, and I can't thank you enough for this fast service."

Stop trying to be creative by coining new words using the "wise" and "ize" suffixes. If you feel like tacking on either suffix indiscriminately let a dictionary be your guide, recommends Poe.

To attain a livelier style steer clear from stereotyped writing—using the same words and phrases over and over without thinking. Such tried and true phrases as "at your earliest convenience," "in due course" and "attached herewith" are old, worn and boring.

Nearly one-third of the words in the typical business letter are wasted words.

Personalize your letters.

In his book, Poe notes that people are very much alike in certain respects. Most are reasonable, civilized, thoughtful and friendly.

So even though you are representing your organization in a letter, keep in mind that you are delivering the message. Take time to make the person feel intelligent and important to the company.

To personalize your correspondence let the person know that you are personally affected in some way. That means using *I*. Rules forbidding *I* are sheer nonsense contends Poe. "Nothing in a letter is more personal than *I*," he says, "and you should use it just as naturally as though you were carrying on a conversation with a friend. *You* is also a good word that should show up frequently in your letter, but be careful because if you force its use, you can sound patronizing."

Therefore, instead of distancing yourself by writing, "Your presentation at the workshop was very enjoyable, provocative and valuable," say

"I certainly enjoyed your presentation at the workshop. I found it very provocative and valuable," says Poe. The change will work to your advantage.

Emphasize the positive.

First, stress what you can do—not what you can't. Starting off a letter with "I'm sorry" and then compounding it with "unable," "delay" and "inconvenience" does not assure the recipient much.

Also be especially careful in your letters not to attach labels to people or intentions or actions that will be offensive to them. For example, "In your October 3 order, you neglected to specify the color of vinyl sheeting you require." The better way to phrase it would be, "Just let me know the color of vinyl sheeting you prefer, and I'll send the materials immediately."

Doing more than you have to is another sure way to make friends for your organization. If you cannot help the person, at least try to steer him/her in the right direction. "Not only will this extra effort make friends, it will make you feel better," assures Poe.

Timing for positive reaction is also advantageous. Promptness in attending to your correspondence nearly always reveals a positive attitude. On the other hand, promptness can also be a minus in some situations. Poe suggests, "When you have to say 'no' to people who offer what you can't use or ask a hefty favor you can't grant, it's usually best to let the correspondence age a bit before responding. If you want to, you can write a quick note like: 'Thanks for your letter about . . . This matter deserves careful study and I will be in touch with you about it later.' Then after a decent interval—perhaps a week—you can dictate your 'no' response."

Roy W. Poe provides these basic steps for writing better business letters. Yet, these guidelines are only a small part of what the *Handbook of Business Letters* (McGraw-Hill, \$34.95, 286 pp.) has to offer. The 160 models can further aid you in expressing yourself concisely, and effectively in a variety of business situations.

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A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities. \$35 for NESRA members; \$40 for non-members. Orders of 15 or more—30% discount.

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Employee Health and Fitness Programs: A Folder of Introductory Information

A comprehensive collection of materials and articles that will answer a wide range of questions and help you start a complete health and fitness program for your employees. NESRA members, \$25—non-members, \$40.

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Expand your professional reference library with cassette tapes of the major educational sessions of NESRA's 41st Annual Conference and Exhibit. Topics include: communication techniques, employee assistance programs, fitness programming and stress management. Write to NESRA headquarters for a complete listing of available tapes. Cost per tape: \$8.00.



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Why Everyone Isn't Exercising

by Mary Eagan

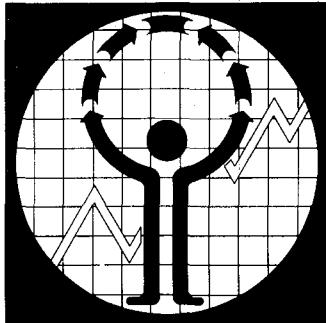
Exercise as a regular lifestyle habit yields extraordinary health dividends. Increasing numbers of these health benefits are being recognized by physiologists and psychologists as they study the effects of fitness training and exercise on total health. The positive effects are direct physiological responses to fitness training: greater lung capacity, larger and stronger heart muscle, more efficient circulation of the blood, increased blood volume and improved quality and quantity of muscle tissue. When these changes take place, a variety of indirect physical, psychological and behavioral benefits follow.

Regular exercise enhances appearance, controls weight, improves performance and reduces the risk of cardiovascular disease. Exercise has a positive influence on psychological variables; it affects self-concept, mood, anxiety, depression and self-confidence. Job-related factors such as absenteeism, work performance, attitudes toward the job, and social adjustment also reflect improvement.

But if exercise is so great, why isn't everyone exercising?

Surprisingly enough, even though most individuals exercise and experience fitness benefits, their exercise habits rarely last. In fact, of those who begin training programs, fewer than 50 percent will still be exercising after three to six months. A recent Harris Poll indicates that two-thirds of Americans do not exercise regularly (three times/week). Another survey on fitness shows that almost half of the adult population may not exercise at all.

Exercise behavior experts, such as Dr. Rod K. Dishman of Southwest Missouri State University, identify this problem as poor exercise "adherence" or "compliance." The problem ranges from those who don't exercise at all, to those who exercise infrequently, sporadically or even drop out. In any



case, fitness effects will not take place under these conditions.

... the single most important factor associated with poor compliance is physical body composition—percent body fat.

Poor compliance is a widespread problem, not only in fitness, but in medical behavior as well. The first step in addressing this problem is identifying factors which are associated with good and poor behavior. Exercise habits are the result of an infinite number of influences—some environmental, some personal. In this neoteric branch of behavioral research many exercise compliance factors have already been identified.

Certain physical, psychological and behavioral characteristics of an individual are associated with exercise behavior. Psychological factors related to successful participation include high self-motivation (the ability to reinforce oneself regardless of extrinsic reward), self-confidence and persistence. Successful exercisers are also well adjusted, competent, intelligent, with intrinsic goal-centered motives.

Likewise, drop-outs can be charac-

terized by several behavioral factors: smoking, inactive recreation (for example watching television as opposed to gardening, sports, etc.), poor compliance to previous programs, and interestingly enough, poor credit rating. However, the single most important factor associated with poor compliance is physical body composition—percent body fat. Studies show the higher this percent body fat, the more likely one is to drop out.

Acceptable levels of body fat for men are 15–17 percent and for women, 18–22 percent. The combination of percent body fat and self-motivation can be used at an 80 percent success rate to identify those individuals that will either comply or drop out of a fitness program.

Situational factors also contribute to an individual's likelihood of dropping or continuing exercise. The type of exercise program, accessibility of the facility, exercise intensity, and social and spouse reinforcement also determine exercise compliance.

For example, the middle-aged businessman who lives a few blocks from a recreational park, exercises at a comfortable pace, enjoys the activity, and is encouraged by his wife and co-workers will most likely continue to exercise. The farther he lives from the park or the less he enjoys exercising, or the less support he receives for his efforts, the greater the chance he will drop out.

There are an endless variety of environmental factors which influence different people in different ways. Because of this, a practical approach is needed to understand the compliance process. And a more practical approach is to study the individual. Physical characteristics are measurable; behavioral characteristics are observable; and psychological characteristics provide information about motives and processes underlying behavior and are also

FITNESS/HEALTH BULLETIN

measureable.

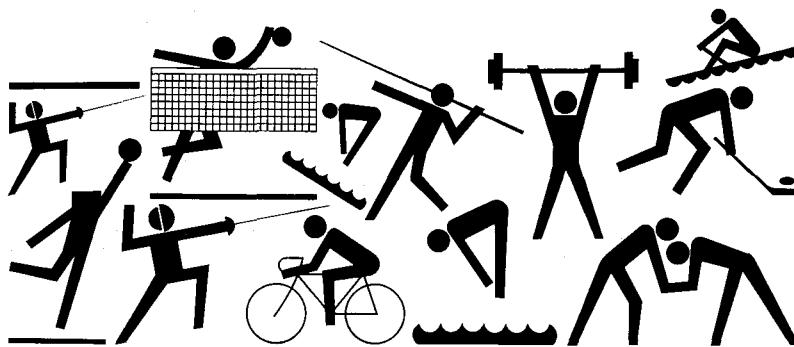
Although psychological traits are less amenable to measurement, personality assessment is capable of identifying these traits and using them to predict compliance behavior. For example, self-confidence, ambition and personal adjustment are traits that vary from person to person, and are related positively to exercise compliance. Conversely, anxiety and depression are associated with exercise noncompli-

ance.

Of course, despite the tremendous potential of exercise to improve health, the benefits of fitness training are not available to those who do not exercise consistently or who drop out. By understanding factors associated with individual success or failure in an exercise program, it is possible to isolate factors which threaten success and help employees improve their health.



**Studies show
the higher the percent
of body fat, the more
likely one is to drop out.**



Mary Eagan is a research assistant at the University of Tulsa and holds a master's degree in physical education.

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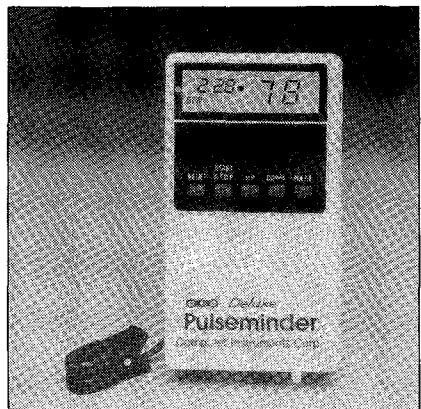


NEW PRODUCT AND SERVICE GUIDE

Toward Safer Exercise

The Medical Division of Computer Instruments Corporation recently announced its new Model 8329 Deluxe Pulseminder that automatically guides the user's exercise to insure maximum cardiovascular benefit according to medical standards.

With its lightweight electronic pulse sensor clipped to an earlobe, the HI/



Pulseminder.

LO exercise pulse rate, the so-called "target zone" pulse rate, is quickly set by push button on the Model 8329 Deluxe Pulseminder, using the American Heart Association age chart as a guide. When exercising, the flashing red light and "LO" on the Model 8329 display signals the user to exercise harder, the red/green light flashing signals the user to maintain his exercise intensity, and the red light glowing with alarm sounding and "HI" flashing signals the user to reduce his exercise level. The Model 8329 acts like a fitness instructor at the user's side at all times to guide exercise level for maximum benefit.

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The Model 8329 measures $2\frac{3}{4} \times 5'' \times 1\frac{1}{2}''$, weighs 8 oz. and is provided with a wrist strap and handlebar mounting bracket. It operates on four AA size $1\frac{1}{2}$ volt batteries or an optional 110 VAC/6VDC power pack.

For further information contact Burton Birnbaum, Vice President, Medical Division, Computer Instruments Corporation, 100 Madison Ave., Hemp-

stead, Long Island, NY 11550, (516) 483-8200.

Training Program Addresses Group Differences

Goodmeasure, Inc, the management consulting firm based in Cambridge, Massachusetts, has announced its highly successful audio-visual presentation, *A Tale of "O": On Being Different* is now available in 16 MM film in addition to the videocassette and synchronized slide-tape formats.

Based upon the research of Dr. Rosabeth Moss Kanter of Yale University, this colorful presentation explores the consequences of being different from those around you in organizations. In a nonthreatening manner, *A Tale of "O"* uses graphic symbols, "X's" (the majority) and "O's" (the minority), to discuss the problems confronted by any individual who must live and work with people from whom he or she is different.

Over 1500 copies of this innovative training program have been purchased by a wide variety of organizations including: IBM, General Motors, Xerox, the U.S. government, numerous universities, hospitals, financial institutions, and foreign corporations.

Not only does *A Tale of "O"* examine problems faced by minority individuals (O's), but it also addresses the problems faced by the majority group (X's) with whom he or she interacts—

A Tale of "O" is clearly one of the most effective programs available today to help employees and managers learn to work effectively and cooperatively with each other regardless of differences between them such as race, sex, handicap, technical specialty, or age.

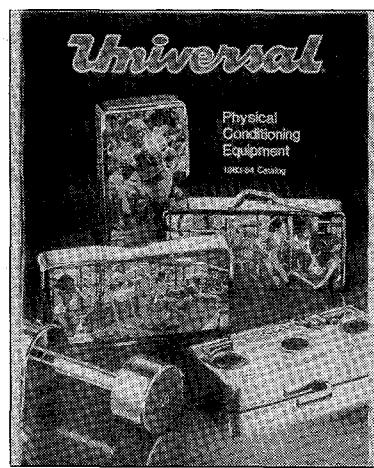
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The NESRA

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Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 257-1017.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Randy Schools—(301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 376-4197 or Jan Prechel—(612) 823-8879.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terry Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Sandy Lill—(716) 328-2550 ext. 5570.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jim Christian—(619) 695-5514.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

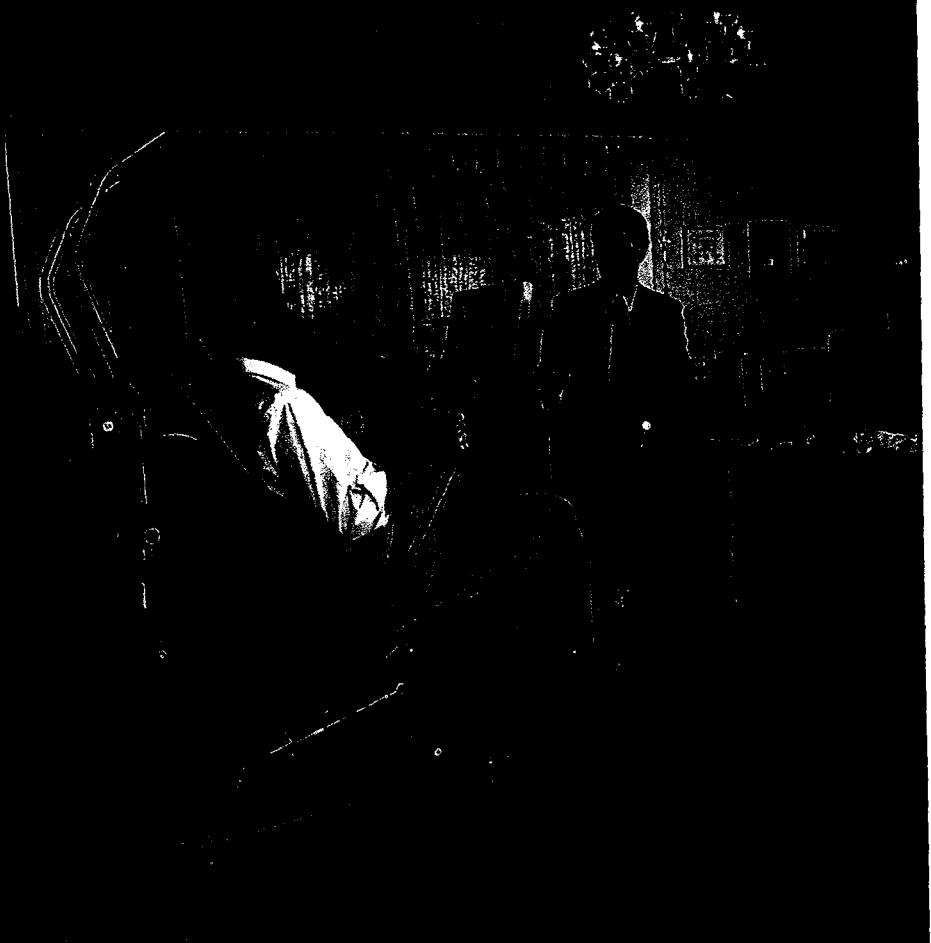
CONFERENCES & EXHIBITS

"Prospecting For Knowledge," the 1984 NESRA Conference and Exhibit, will be held May 17-20 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado. For more information, contact NESRA headquarters: 312/562-8130.

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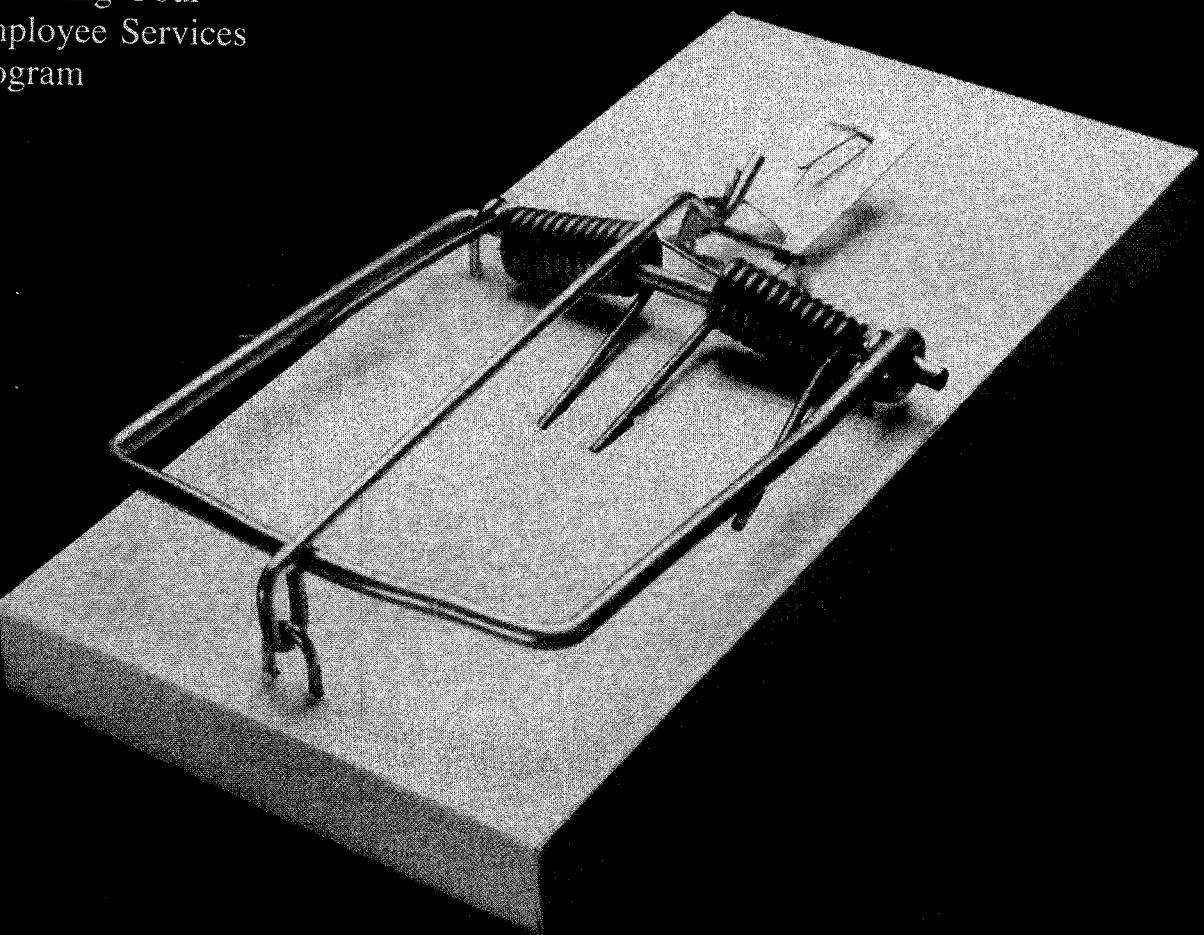


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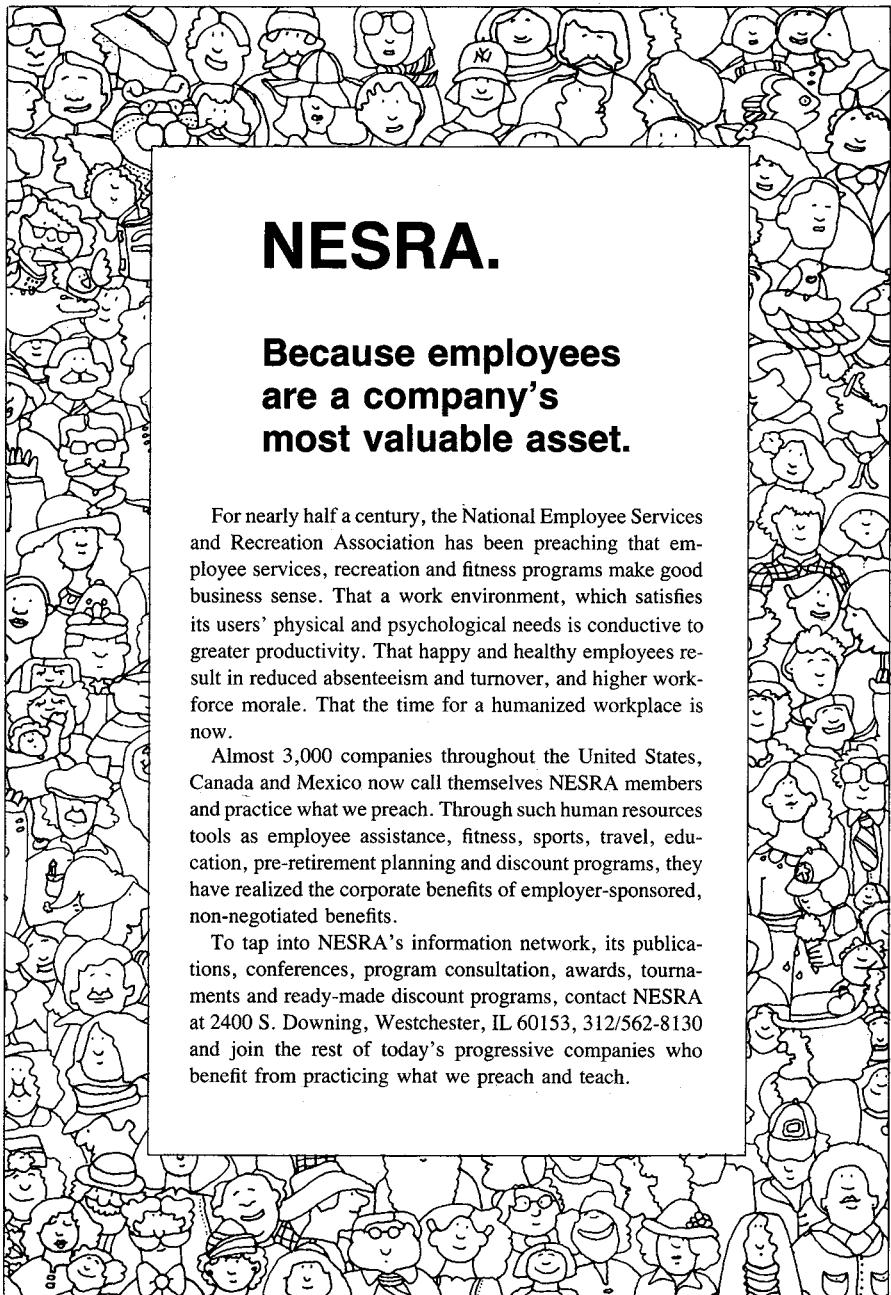
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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment, which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

Almost 3,000 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

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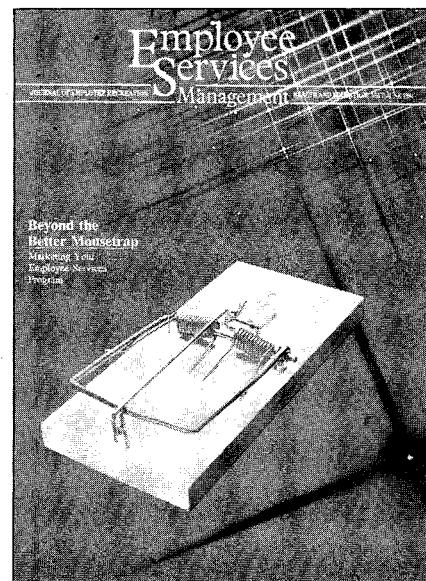
EMPLOYEE SERVICES MANAGEMENT

Volume 27 • No. 4

In this issue . . .

In most companies, there is a tendency to believe that building a better mousetrap will cause the world to beat a path to your door. That simple strategy isn't quite so simple in its applications, however. The world must either want your product or service for its own reasons or have a need capable of being fulfilled before it even sets one foot toward your door.

If today's employee services managers are to be successful, they must go "Beyond the Better Mousetrap" (this issue's cover story, which begins on page 15) and adopt a marketing philosophy to attract large segments of the workforce to the company-sponsored programs. They must sell their programs to management and workers alike. They need to ask themselves about the business they're in, the audience to whom the service is directed, their primary goal, and how they achieve their goal. Armed with a well-defined marketing strategy, employee services managers can expect to deliver programs and services that pass the ultimate test: employee satisfaction.



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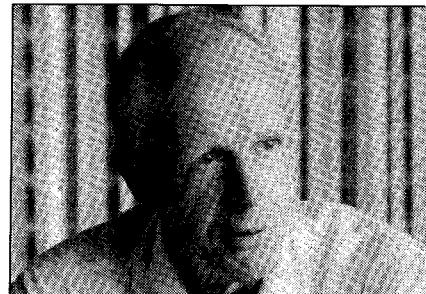
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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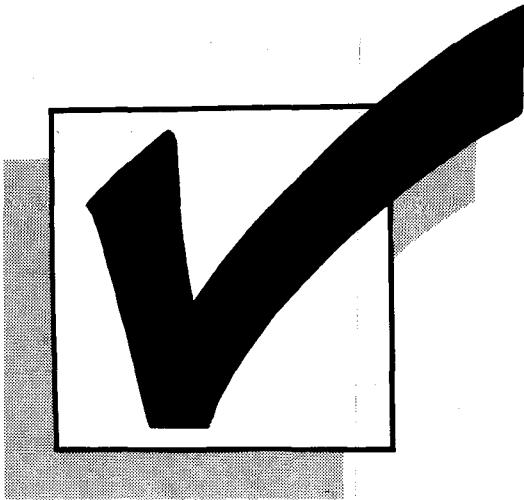
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NEWS IN BRIEF

Energy Policy Won't Discriminate Against Recreation, Administration Official Says

"In the event of another energy emergency, the Reagan Administration does not intend to interfere with travel plans via a mandatory conservation program," Secretary of Energy Donald P. Hodel told the Recreation Vehicle Industry Association.

"We don't have—in fact we have rejected—standby energy allocation authority," he said.

"The Reagan administration is committed to continued reliance on the marketplace for price and allocation determinations," he told a group of nearly 200 RV manufacturers and suppliers in a message he taped exclusively for them in Washington.

"Even in situations where fuel supplies may be scarce, no sector will be singled out to bear the brunt of a na-

tional problem," he said.

"We'll make every effort to ensure those Americans whose jobs depend on making recreation available are not faced with a threat that their jobs will suddenly be singled out for extermination."

"Virtually every form of recreation requires energy in the activity or in travel to and from recreation sites," he said. "It makes me realize even more that only individuals can decide how best to spend their leisure time. Government does not know enough to make those decisions."

Hodel pointed out that the United States is less dependent than it used to be on foreign oil, with U.S. consumption down 11 percent from 1980 and oil imports down 33 percent. He also called future energy cutbacks by oil-producing countries a relatively small threat in light of the present oil glut.

Still, Hodel stressed no matter how small and remote the threat of an oil shortage, it is among those emergencies for which the U.S. must contin-

ually be prepared.

Hodel outlined the administration's energy policy and contingency plans, consistently stressing that government intervention and federal pricing and allocation are not in the cards.

"Federal intervention in the past not only did not work, it actually made things worse," Hodel noted. "We must avoid policies which create inequities such as those restrictions proposed during the '70s."

Hodel said the government's energy efforts are focused on:

- Filling and maintaining the strategic petroleum reserve to lessen our dependency on foreign oil,
- Removing and reforming economic, technical and environmental barriers,
- Fostering a closer government/industry partnership with regard to energy,
- Promoting public understanding of the importance of energy emergency preparedness and,
- Gathering and disseminating ac-

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NEWS IN BRIEF

curate and timely information.

"Many of the problems resulting from the disruption in energy flow are caused by the panic reaction that follows the first news about it," Hodel said.

"This psychological factor in an emergency situation is the most difficult to address. Our plan to combat those perceived problems associated with a shortage is through development and institution of a public awareness campaign—starting now, not when it's too late."

U.S. Companies Hold the Line on Management Benefits

Though benefits for management continue to be a significant part of overall compensation plans, U.S. companies are holding the line on the range of benefits and the degree of financial support they provide to middle-level management employees, according to a survey conducted by the Administrative Management Society (AMS).

The survey reports over half of the U.S. companies surveyed are continuing, as last year, to pay the full costs of such insurance benefits as group life, hospitalization, surgical, major medical, accidental death and dismemberment and long-term disability.

The latest AMS survey finds more Canadian firms paying the full costs of their middle management's insurance benefits than ever before. This year, over half the companies surveyed are paying the full costs for group life, major medical, accidental death and dis-

memberment, hospitalization, dental, surgical and dependent health care coverage. Last year, only group life, major medical and accidental death and dismemberment were paid by half, as shown in the table below. Conducted by AMS through its network of 140 chapters, the survey reports salaries and benefits in effect as of September 16, 1983 for 49,064 management employees with 3,039 companies in 114 U.S. and Canadian cities. By function, the survey represents 20 middle-level management positions frequently found in all types of business and industry.

Among the major findings:

• Base Compensation

Annual base salaries for U.S. middle managers increased 7.6 percent to average \$29,977, up from \$27,681 in the previous survey. In Canada, salaries rose 17.4 percent to average C\$34,224 from C\$29,148. The U.S. salary leader is plant managers at \$41,900, while in Canada, auditing managers lead at C\$42,900.

• Policies of Salary Raises

U.S. companies continue to grant management salary raises on merit alone according to 57 percent of the companies surveyed with another 28 percent using a formula that includes merit and a general raise. In Canada, 53 percent grant raises based on a merit and general raise formula and 25 percent use merit alone with another 15 percent granting raises on a general basis.

COMPANY POLICIES ON INSURANCE BENEFITS—FULL COVERAGE IN 1983 VS. 1982

TYPE	UNITED STATES		CANADA	
	1983	1982	1983	1982
Group Insurance	69%	67%	63%	56%
Accidental Death & Dismemberment	59%	56%	60%	53%
Major Medical	56%	56%	62%	53%
Hospitalization	58%	58%	57%	49%
Surgical	57%	56%	51%	42%
Long-Term Disability	50%	52%	47%	45%
Dental	36%	37%	55%	49%
Dependent Health Care	30%	—	50%	—

NEWS IN BRIEF

• Pension Plans

Pension plans continue as a highly regarded benefit in both the U.S. and Canada. As was reported last year, 63 percent of the U.S. companies pay the full costs of their exempt employees' pension plans. As is traditional in Canada, the costs of this benefit is shared with management employees. Once again, 68 percent of the firms are sharing the costs while 18 percent are paying the full costs.

• Vacation and Holiday Pay

The majority of U.S. companies are giving employees nine paid holidays this year, while Canadian employees are receiving 10 per year. As has been the rule in past years, U.S. and Canadian management personnel are being given one week of paid vacation after six months of service, two weeks after one year, three weeks after five years and four weeks after 15 years of service.

Formal Mentor Systems Emerge

Formal mentors help junior staffers advance at firms and U.S. agencies.

About a dozen organizations and federal agencies have begun to pick formal mentors for aspiring managers and professionals, reports the *Wall Street Journal*. The mentor, typically a higher-level official who isn't a protege's boss, coaches him or her in skills needed for promotions and acts as a sounding board. Users include: Merrill Lynch, Bank of the West, Federal Express, the IRS and the Army.

Jewel Company assigns mentors to the handful of new MBA's it hires each year as management trainees. These senior executives advise the trainees for about two years. The General Accounting Office, an arm of Congress, offers mentors both to top-executive candidates and to clerks training to become professionals.

Consultant Linda Phillips-Jones says

a lot of companies are trying to start such programs because they reduce turnover by building loyalty.

Workers' Aching Backs Cost Business \$20 Billion

United States companies could save billions of dollars annually by paying closer attention to workers' aching backs, according to a study reported to the American Academy of Orthopaedic Surgeons.

Low back problems account for 25 percent of all disabling work-related injuries and cost companies an estimated \$20 billion annually, says Dr. Sam W. Wiesel of George Washington University Medical Center. A computer reviewed treatment of 281 employees at two Washington, D.C.-area workplaces. Patients were given independent medical exams when the computer disagreed with the prescribed treatment or indicated a patient was not respond-

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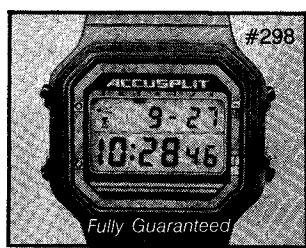
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ing as expected. As a result, lost work days were reduced by up to 89 percent in a year and medical costs were cut by 50 percent.

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The world wide exposure of the 1984 Summer Olympic Games is guaranteed to produce extensive product recognition and consumer demand for Olympic collectibles.

Universal Promotions U.S.A. is banking on such heavy demand. Their confidence is evidenced by the 10 to 40 percent employee discounts on Olympic collectibles they are offering corporate members of the National Employee Services and Recreation Association (NESRA).

By participating in this Olympic discount program, companies can offer Olympic commemoratives to their employees at considerable discounts, while also raising substantial revenue for their own programs and activities.

To kick off the national, fully-computerized program, Universal Promotions will mail flyers to NESRA members detailing the complete product line, which includes such items as glassware, plaques, clocks, plates, hats, calendars, jewelry and Olympic coins.

After receiving the flyers, employee services and recreation managers need only distribute them and the order blanks to the workforce—Universal Promotions will handle the rest. Now accepting Visa and Mastercard, orders can be sent in bulk from the company to Universal or sent directly by the individual employees. Products can be shipped to the company for distribution or mailed directly to the employees' homes. Universal Promotions will pay the company commissions on all orders received. For those companies that cannot receive revenue, Universal Promotions will donate the commission to NESRA.

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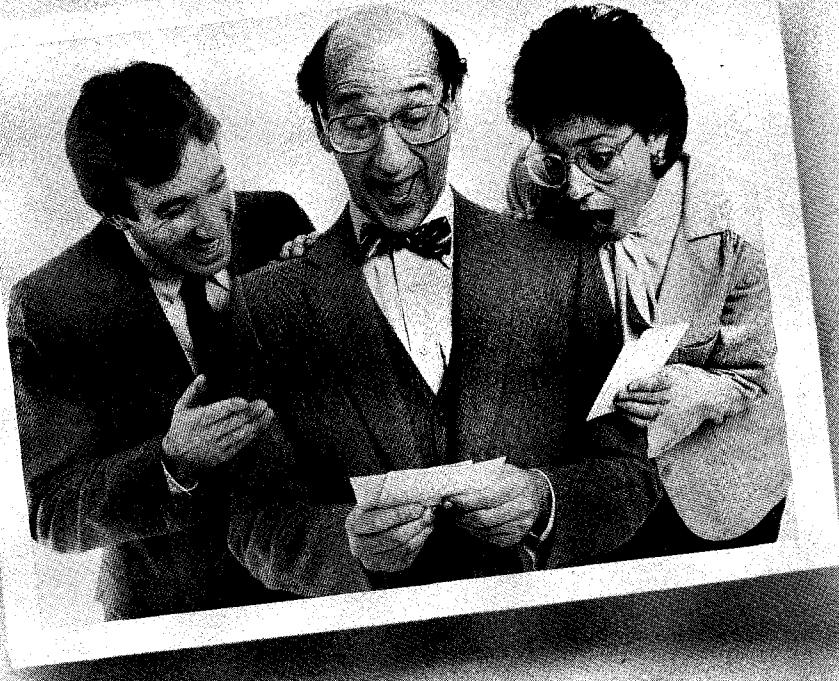
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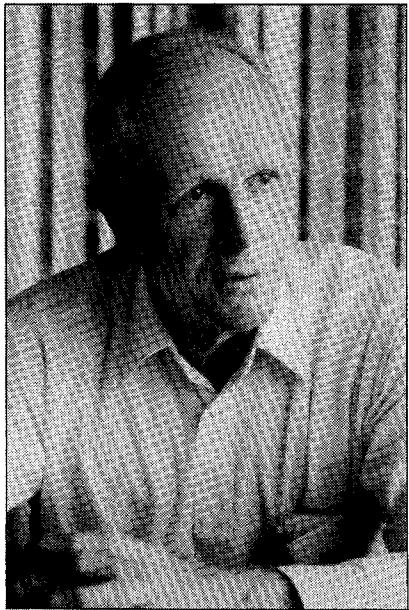
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We support employee services and recreation because they promote happier, healthier lifestyles. That's a benefit to all of us, employees included.
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An interview with William K. Coors

People shouldn't live to work, according to William K. Coors, chairman of the board and chief executive officer of the Adolph Coors Company. They should work to live.

While such a leisure philosophy is not today's typical top management motto, it is partly responsible for the high standards Coors has come to expect at his company. Benefits like employee services and recreation not only help contribute to a happier and healthier workforce, but help ensure more loyal and productive employees. And that enables organizations like Coors Industries to develop, produce and sell high quality products at competitive prices.

Coors himself was instrumental in developing both the concept of employee wellness at Coors and the Coors Wellness Center, a health and wellness facility for the company's 10,000 employees, as well as their spouses and dependents. He also initiated a company-wide van pool for employees to ease the transportation crunch.

Such initiative best exemplifies the supportive force so crucial to today's most successful employee recreation programs. Because of Coors' role in developing one of the nation's most outstanding employee programs, the National Employee Services and Recreation Association recently named him the 1984 Employer of the Year.

Coors employees enjoy a recreation program designed to enhance the relationship among employees and be-

tween the employees and the company. The program also contributes to employee wellness and their quality of life. Such goals are made possible through an impressive \$165,000 annual budget, which includes a cost-sharing arrangement between the company and its employees.

Available to employees are a number of recreation facilities and activity clubs. The Coors Industrial Park provides lighted softball fields, volleyball courts, horseshoe pits, barbecue grills and tables and a picnic area pavilion for employee use. Satisfying the workforce's special interests are archery, basketball, bicycle, bowling, flag football, golf, micro-computer, photography, pistol, running, scuba, ski, softball, tennis, trap shooting and volleyball clubs.

To explore the man behind this company and its successful employee recreation program, *Employee Services Management* magazine recently obtained an interview with William Coors.

ESM: As chairman of the board and chief executive officer of the Adolph Coors Company, your management philosophy has a significant impact on the organization. How does your management style and relationship with employees combine to create the positive and humanistic Coors work environment NESRA has recognized?

Coors: I am convinced we are on earth

o Live

Coors Company

to have a ball, and I get very impatient with gloomy people—people who perceive themselves as living to work. I think we should work to live, that working should be part of life, and that life should be a pleasant, rewarding, challenging, fascinating experience.

ESM: How do you characterize the work environment at Coors?

Coors: There's a strong loyalty by all employees of Coors. That loyalty comes from a combination of the belief in this company and job security, through good wages and benefits.

ESM: Why do you believe employee services and recreation is good business?

Coors: I believe that 95 percent of all illness can be attributed to lifestyle. We support employee services and recreation because they promote happier, healthier lifestyles. That's a benefit to all of us, employees included.

ESM: When and how did the Adolph Coors Company begin offering physical, social, cultural, educational and civic programs for its employees?

Coors: My grandfather, the company's founder, had a firm belief that these programs would be critical to the development of the company. Such programs were

offered to employees from the beginning.

ESM: What role have you played in the development of your company's employee programs?

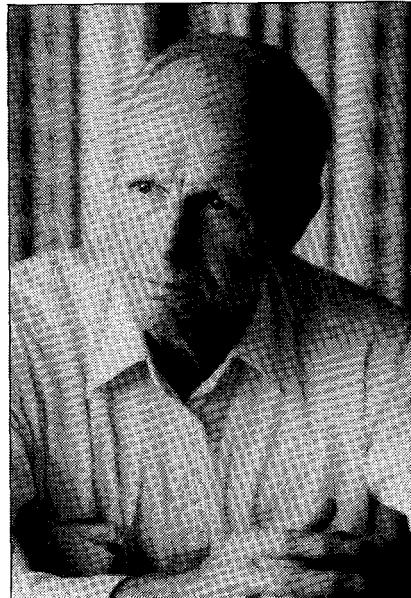
Coors: I have my own personal beliefs about health and wellness, as do most individuals. And while I have tried not to let my personal views interfere, I have encouraged the company to expand these activities for the benefit of all employees and their families.

ESM: Are all Coors employees eligible for these programs? How do you ensure that all levels of the workforce—top management and labor, white collar and blue collar—get involved?

Coors: All Coors employees and their families are eligible for health and recreation programs. All employees are encouraged to participate but no programs are mandatory. The incentive is that most programs are available at little or no cost to employees.

ESM: What kind of impact do your employee programs have on workers and the organization itself?

Coors: Our employee programs create a stronger, more positive work environment. We believe this, in turn, makes our employees and the company more productive.



“ “
**Our employee programs
create a stronger,
more positive
work environment.
We believe this,
in turn,
makes our employees
and the company
more productive.**
” ”

LIVE

ESM: Is top management support crucial to the success of employee programs?

Coors: Top management support is critical for all programs but especially for employee activities. Management at Coors has always been supportive for the employees, and this reflects in the nature and number of programs available to employees.

ESM: Because yours is a family-owned business; is a sense of family created among all workers?

Coors: I like to think our employees believe they are part of the Coors family because that is our philosophy. We have maintained a very open, one-on-one atmosphere at Coors and the employees appreciate that.

ESM: How do you account for the seemingly undying loyalty demonstrated by Coors employees in bad economic times and times when Coors' employment practices have come under fire?

Coors: This goes back to the family atmosphere. The company and employees are very supportive of each other in the good times as well as bad. Employees appreciate the efforts the company makes on their behalf, including wages and benefits, and thus, have a strong loyalty to the company.

ESM: What do you believe the future holds for employee services and recreation? In the changing corporate climate of participatory management and high technology, how does employee services fit in?

Coors: Coors will continue to develop stronger programs as the needs of its employees expand or change. All programs will be designed to benefit the most employees possible, while promoting happier, healthier lifestyles for our employees.

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The Strategy of Employee Services

"I don't believe in a one-minute manager," asserted Ray Jones, vice president of corporate services for Blue Cross of Northeast Ohio. "Managing is too complex for that and any one-minute implications are insulting to those of us who view management as a profession. Certainly, if it was that easy, we wouldn't need full-time managers. We could just bring somebody in for a minute or so a day and pay them proportionally."

At a recent meeting of the Cleveland Employee Services Association, Jones told employee services managers that most members of the corporate community are not searching for excellence, either. Calling such a premise, "an unreal expectation," Jones pointed to constant improvement as a more accurate goal of today's companies.

"Nothing is ever really excellent," he said. "To say we've reached that point is to stop improving the way we do things, to stop containing costs, to stop improving services and the quality of our output."

Jones' own management theories support more complex strategies, quite different from today's best-selling messages that Jones labels "pop management books designed primarily to earn megabucks for their collaborators who create the largest megatrends of them all as they rip off readers' sensibilities along with their pocketbooks."

Calling modern business problems "complex," Jones supports multiple strategies in organizations claiming "there is no one best way." Employee services, he said, can be one of those concurrent strategies operating in a company impacting a piece of the total macrosystem of management.

Employee services and activities impact the total organization's performance by impacting the individual performances of workers at all levels of

the company, according to Jones.

"I think America goes down the wrong path with the emphasis on productivity," he noted. "That notion is often divisive—viewed as something management does to its workers. Performance, on the other hand, implies something that can be owned by everybody at all levels, in terms of commitment and responsibility."

Employee services impact the total organization's performance by impacting the individual performances of workers at all levels of the company.

Employee services, contends Jones, improves performance by giving workers opportunities to socialize in the context of work, a process that eventually improves the way workers get their jobs done. Employee activities also provide two-way communication, a key to getting people to collaborate throughout the organization to keep it healthy and successful.

"If we go to picnics or bowl together," explained Jones, "we tend to see our co-workers in a new light. And that creates a different kind of interaction when we conduct performance appraisals and set standards. It helps us work together to improve the way work is done."

By tracing management practices from the beginning of the industrial revolution, Jones noted the development of employee relations in response to workers' growing demands.

"When the industrial revolution began," emphasized Jones, "management looked at employees to get the work done—regardless of whether they were happy doing it. But with the emergence of the organized labor movement, work conditions improved and the industrialists turned to a per-

sonnel administrator to coordinate employee activities and benefits—all aimed at making the worker happy so the work would get done.

"Eventually, the better educated employees and minority workers also sought better career opportunities where their talents could be recognized," Jones added. "Management responded with a new focus: making the workers happy *about getting the job done*. The new emphasis argued for greater involvement and shared responsibility."

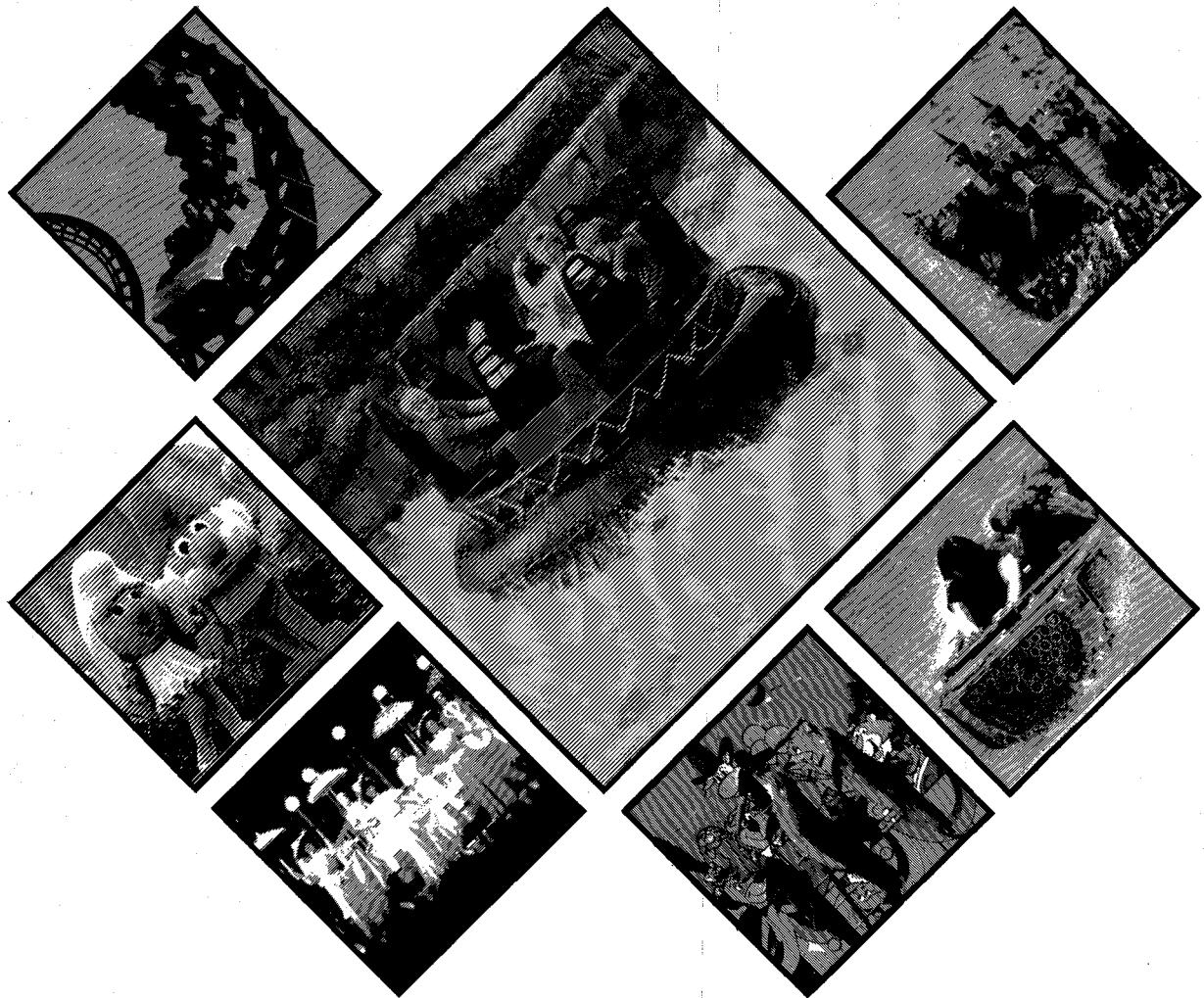
Jones said managers should respond to this new and diverse workforce by offering something for everyone. He also warned that employees should never be pressured to participate in activities. "An option always has to be space," he said.

To coordinate employee programs and give employees more responsibility, managers should involve all workers in designing, improving and managing employee programs, said Jones. Involving all employees and in particular, the critical employee, establishes a shared ownership for improving the product they once criticized.

"Employee involvement in employee activities often helps identify hidden talents and leadership traits that might be used within the context of the actual job performance," said Jones. "It also builds trust, supportive relationships and a real organizational team."

Finally, Jones noted that just as organizations are in transition so, too, do traditional employee activities need to progress if they are to make a vital contribution to the company and make the workers happy about getting the work done.

"There is so much employee services managers can do with employee programs," concluded Jones. "Yet, the key for their success within the entire organization is to connect them with performance improvement."



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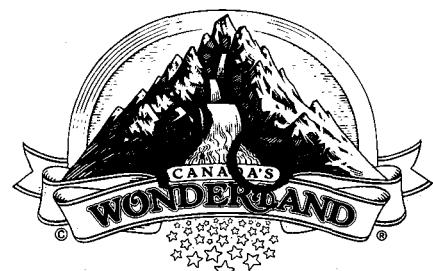
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Beyond the better mousetrap

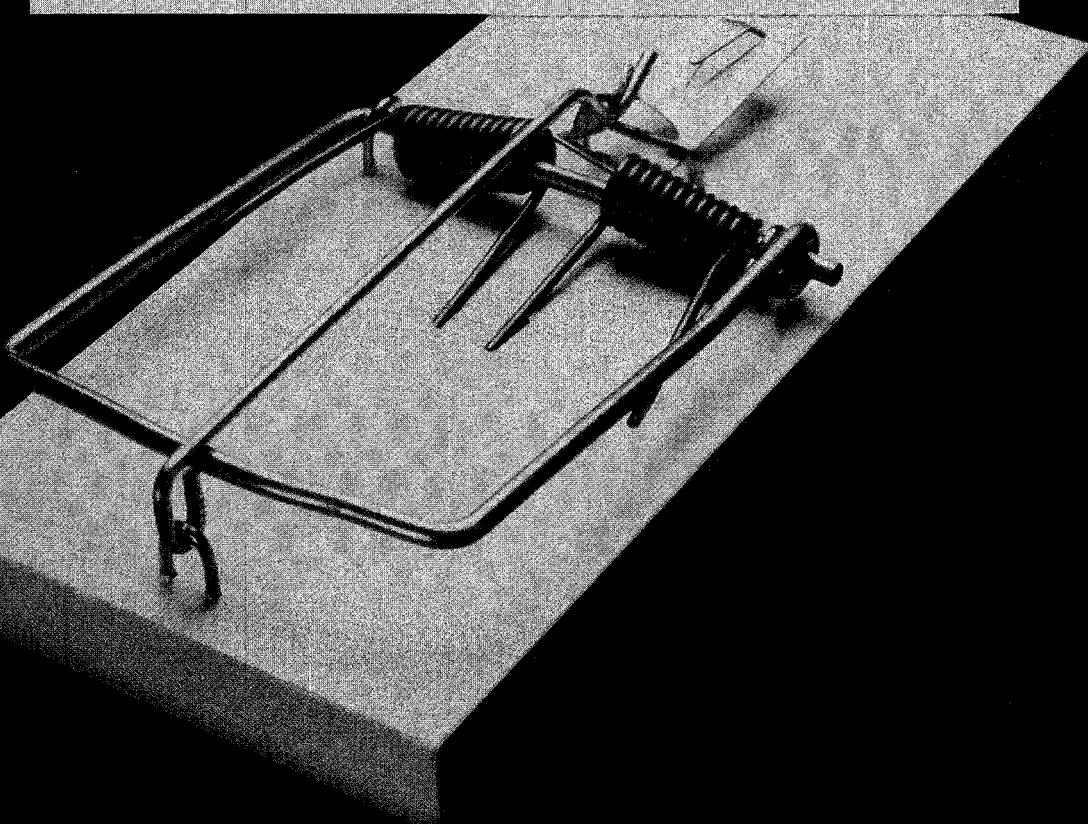
Marketing your employee services and recreation program just may bring the employee world to your door.

By John L. Crompton

The better mousetrap. Popular thinking holds that if you build it, the world will beat a path to your door. Generally, it's not quite that simple.

The world must either want your product or have a need the product can fulfill before they even approach your door.

This basic marketing philosophy holds true whether you are selling Cabbage Patch dolls to youngsters or employee services and recreation programs to workers. The only justification for any product or service is that it satisfies individuals' wants or needs.



MOUSETRAP

The marketing function has not long been a focus of employee services managers. They often assumed that demand for a service would grow simply because the company offered it. Not believing they should have to sell a worthwhile service, all of their efforts were focused on producing the services.

Commitment to the marketing approach offers employee services and recreation managers several benefits. First, because marketing is a systematic process, it offers a framework for decision-making that assists in conceptualizing interrelationships and integrating actions. As a second benefit, a commitment to marketing is likely to lead to better employee and corporate support. To the extent that marketing improves the satisfaction levels of employee groups, an employee services department will receive greater support from top management.

Before any marketing strategy can be implemented, marketing-oriented managers must recognize that employee groups direct the activities of the departments. And that the attitudes and actions of each individual in the department must be employee-oriented. Any single staff member may be the only contact a particular employee has with the employee services or personnel department.

The most difficult marketing task is to establish a mentality in which all personnel focus their efforts on satisfying the wants of actual or potential employee groups, rather than on selected programs or their personal well-being. For this outward approach to be successfully implemented, it has to be enthusiastically embraced by the manager who has the critical task of encouraging its dissemination throughout the department.

THE KEY QUESTIONS

Two questions provide insight into the extent to which an employee services or personnel department currently implements a marketing philosophy. The first question is: "Why do

we do what we do?" The answer should be "Because our employees want these services and regard them as high priorities."

Unfortunately, the rationale behind many department activities is lost; tradition takes over, because it is how the staff have been trained and they feel comfortable doing it.

The second question is: "What are we doing differently from what we were doing five years ago?" If the answer is "not much" then the department is probably not employee-oriented because employee needs are likely to have changed over the last five years.

The era of modern marketing began 20 years ago, and during this time marketing experts have learned that four key questions can diagnose whether a department or organization is successful or unsuccessful in its marketing efforts: (1) What business are you in? (2) To whom is the service directed? (3) What is your primary goal? and (4) How do you achieve your goal?

WHAT BUSINESS ARE YOU IN?

By learning the answer to the question, "What business are you in?" the employee services manager can guide all marketing actions.

The successful department will define its business in terms of benefits its employees want, not in terms of programs and services it delivers. Employees invest their money, time and energy resources with the expectation of receiving benefits, not for the delivery of services themselves. They don't buy programs or services; they buy the expectation of benefits.

Programs themselves, however, are not marketable. They are simply vehicles for the user benefits that only have a value to employee groups.

Charles Revson, who was responsible for building Revlon cosmetics into the thriving enterprise it is today, once said, "In the factory we make cosmetics. In the store we sell hope." He realized people use the products—cosmetics, but they do not buy them. They

buy hope.

So, too, employees use services and programs, but they do not buy them. Employees purchase benefits; the services are simply a means to an end.

These employee benefits purchased may include such things as:

- A desire for social interaction with others.
- A gain in prestige through the mastery of particular skills that may be regarded as forms of "conspicuous consumption," which brings forth peer group recognition.
- Excitement.
- Ego-satisfaction of achievement.
- A desire for security, to be part of a group which gives connectedness to others and a sense of affection.
- The feelings of self-worth and a sense of responsibility.
- Fantasy and illusion, offering a temporary escape from everyday activities.
- Relaxation, obtained from hard or no physical effort.
- The acquisition of knowledge or curiosity satisfaction.
- Happiness.

These benefits imply that if an employee services department defines its business solely in terms of specific programs, it will miss opportunities to serve its clientele, for there are a wide range of programs through which people's wants can be met.

One primary benefit people seek is the acquisition of knowledge. This benefit can be fulfilled through a wide variety of programs and services including company libraries, movies, lectures, discussion groups, trips, and many other vehicles.

For instance, because public libraries offer other services in addition to books, they reach more clientele and better satisfy their existing clientele. If libraries defined their business narrowly in terms of books, they would miss many service opportunities to fulfill people's desire to acquire knowledge.

Such narrow, short-term thinking—

or marketing myopia—threatens the survival of any organization. Horse and carriage companies went out of business because they refused to recognize that people wanted efficient transportation. On the other hand, luxury passenger ships have survived because they re-defined their business from transportation to the floating hotel business.

The field of employee services and recreation has likewise survived because leaders recognized that employee interests were no longer confined to recreation. They sought services such as merchandise discounts, preretirement planning, fitness and adult education programs to meet their wants and needs.

While the definition of a department's business should be sufficiently broad to provide room for growth in the changing environment, at the same time it should be narrow enough to give it specific direction. There must also be a common thread linking existing offerings and proposed new services. For example, little useful guidance is likely to be gained by a manufacturer of lead pencils defining his or her company as the "communications business."

In the present dynamic environment, few businesses definitions will prove useful for more than ten years. So it is crucial for managers to continually monitor employee satisfaction.

When an employee services department adapts to the changing workforce, it retains its focus on employee groups and does not become preoccupied with programs, services or the department's internal needs. Such a strategy also encourages innovation with the creation of new programs and stimulates an awareness of change to render relevant programs. Finally, by answering the question: "What's our business?" departments can formulate a broader definition of their role and carve a secure niche in the organizational chart.

TO WHOM IS THE SERVICE DIRECTED?

The entire workforce is far too large a marketing target, even for an expert

employee services marksmen. The successful manager directs each program or service to a specific somebody, that is, a particular group of employees.

Historically, many departments have offered their employees standardized services. This "lowest common denominator" or "average user" approach to services delivery seeks to satisfy the maximum number of people at some minimal level. The fallacy of developing services directed at the "average user" is that there are relatively few average users. Typically, employees are characterized by their diversity—different races, different salaries, different sexes, different ages and different lifestyles. An average simply represents a mid-point on some set of characteristics. These very different groups, these smaller target markets, are unlikely to be interested in an average offering.

Because different employee groups have different wants, employee services managers can justify the development of different services. By target marketing, the manager appeals to a relatively homogeneous group rather than a heterogeneous conglomeration of sub-groups.

When the City of New Rochelle, New York launched its City-Fit program to develop widespread fitness and wellness, they marketed to segments, not the entire population. From the beginning, they acknowledged that no city agency ever confronts or serves any one population. Rather, they serve a mix of racial, religious, economic and cultural clusters of people that divide, subdivide, fuse, and break off depending upon the time, circumstances, and subject at hand.

City-Fit delineated and selected 12 market segments as their target markets. Among them were: young children uninterested in athletics or fitness; housewives confined to household chores; business executives/weekend athletes; unemployed adults; handicapped people; the elderly; and sedentary office workers.

Clearly, a conventional standardized physical fitness program aimed at the

... whether you are selling Cabbage Patch dolls to youngsters or employee services and recreation programs to workers ... the only justification for any product or service is that it satisfies individual's wants or needs.

average user would have been unlikely to attract many individuals from these groups. City-Fit recognized that each group required a unique approach reflecting differences in the benefits sought from the program and the existing physical abilities of group members.

Each target market had a different ability to pay (compare, for example, business executives, sedentary office workers, and the elderly) so the price charged each group for the offering differed. Communicating with the different target markets required the use of different promotional channels and different promotional messages, reflecting the different benefits each group sought from the program. Finally, distribution needed to reflect the different ability of these groups to travel to where the program was offered and the time they had available.

"Unlike past physical fitness and weight-reduction classes, City-Fit ties itself to no one location, school, or gymnasium," noted Joseph Curtis, director of Human Services for New Rochelle and developer of City-Fit. "It goes to where the people are. In New Rochelle, locations have included shopping centers, indoor malls, churches and synagogues, streets, parking lots, senior citizen centers, nursing homes, movie theaters, parks and playgrounds, beaches, tennis courts, local banks and businesses, local industrial plants, bars and restaurants, and hospital medical centers."

Target marketing is also practiced by St. Petersburg, Florida. The city developed a Fat Men's Basketball League for a market who wanted to play basketball but could not compete in the

MOUSETRAP

standard league. For the participants (who must weigh more than 220 pounds and stand under 6'1"), the city adapted the game to their needs by requiring zone defenses and prohibiting fast breaks. Through this novel program, St. Petersburg can reach a group of constituents who would otherwise have been excluded.

WHAT IS YOUR PRIMARY GOAL?

To be effective, an employee services and recreation program must satisfy workers' wants. This goal requires an emphasis both on the number of employees served and the degree of employee satisfaction.

High attendance rates indicate that services reach a large percentage of the intended audience. However, high numbers alone cannot serve as the sole measurement of a program's success. Feedback, directly from employees on their level of satisfaction, is a more accurate gauge of effectiveness.

HOW DO YOU ACHIEVE YOUR GOALS?

Too often, reliance on achieving goals is placed almost exclusively on intensive promotional efforts. Yet, promotion is only one of several marketing activities. Acquiring market intelligence, selecting employee target markets, allocating resources, organizing the program, and distributing the services in a dynamic environment are interrelated activities impacting the total marketing system.

The starting point for implementing a marketing strategy is defining what services employees want the department to deliver. Analysis of employee wants must take place before a specific program is created. Such market intelligence is gained by conducting a needs assessment and then evaluating employee information.

The information gathering process will reveal a wide range of desired benefits from the workforce. Recognizing that resources are limited and that the department probably will not be able

to meet everyone's wants, priorities must be established. The employee services manager should identify exactly which wants, and which sections of the corporate community possessing those wants, it will serve. This process, the selection of client groups or target markets, is critical because it guides all of the subsequent marketing decisions that the manager must make.

Any selection of target markets is strongly influenced by resource allocation decisions. Allocation decisions determine who gets what, and are concerned with which target markets are allocated how much of the resources available for a particular service.

Employees, as well as senior management, must provide input and direction that enable a department to define its objectives. Clearly, if only senior management or departmental personnel are involved in establishing the objectives, then the department is unlikely to be able to respond effectively to its employee constituencies no matter how employee-oriented its staff members try to be in service delivery.

THE MARKETING MIX

Every benefit employee services managers offer should reflect a unique marketing mix determined by decisions on program, distribution, price and promotion.

The program, a bundle of want-satisfying attributes, is comprised of facilities and/or services carefully designed to deliver benefits which targeted employee groups seek. In designing new offerings, employee service managers should consider the total product, which includes an assortment of auxiliary services as well as the core offering. To illustrate, the total product of a retailer is more than the merchandise in the store. It may include facilities, properly displayed merchandise, charge account service, effective sales clerks, and the delivery of purchased goods.

Distribution is concerned with offering services to employee groups where and when they want them. Only in a few instances is a department likely

to be able to deliver a service at exactly the location and time each employee would prefer. This level of personalized service would be extraordinarily expensive. In most situations, these costs are reduced by offering a service less frequently or at fewer locations. This causes greater inconvenience to individual employees and increases their opportunity and time costs. However, this strategy frees up resources enabling a department to provide more and/or different services to employees.

Price represents what an employee must give up in order to obtain the services offered. The actual price paid by employees involves more than monetary costs. For example, the costs of a recreation experience may include a monetary charge, the travel costs of getting to a location, waiting time, opportunities foregone with that time, and the expenditure of personal energy.

Communicating pertinent information about a product, its price and distribution to a targeted employee group is promotion.

Personal contact is probably the form of promotion most commonly used. Every time personnel interact in a professional capacity with employees, they are involved in either directly or indirectly communicating something about the department's services.

Publicity is another promotion vehicle consisting of any unpaid form of nonpersonal communication where the department is not identified as being the direct sponsor of the communication.

Advertising is also a form of non-personal communication. It differs from publicity in that it must be paid for, and the sponsor of the communication is identified with it.

Incentives such as free offers, promotional prices, the use of celebrities or prizes may be used in an effort to communicate to more of the client groups by persuading them to try the services offered.

REFINING THE ACTIVITIES

Identifying client groups and the ap-

propriate marketing mix represents the combination of variables that an employee services department can control and manipulate to achieve desired outcomes. Once the marketing plan has been set, the service is offered in the dynamic environment of the corporate community, which is comprised of a host of variables that the department cannot control. Among those variables a department must adapt include social, demographic, technological, financial, political and legal elements as well as available resources.

A program's success in providing satisfaction to employees must be carefully monitored. Feedback may be obtained from a variety of sources ranging from the impressions of department personnel working directly with the service to sophisticated employee surveys. Constant feedback reduces the chances of department and corporate needs becoming more paramount than

employee needs.

Employee feedback serves as market intelligence information which may be used to make some assessment of a service's success in satisfying wants. If market intelligence results are not considered acceptable, then one or more elements of the selected employee group or marketing mix should be adjusted in order to deliver a more optimal level of service.

The employee services and recreation manager must remember the failure of a particular service to elicit the anticipated amount of support or enthusiasm does not necessarily mean that the targeted employee group is disinterested. Rather, it may mean that the service is being poorly communicated, or presented in the wrong way, or in the wrong place, or at the wrong time, or at the wrong price.

Frequently, managers assume something is wrong with a program if it does

not generate as much positive response as had been anticipated. However, the problem may lie elsewhere with one of the other variables under the manager's control. The refining process, like fine-tuning an automobile engine, requires the testing and adjustment of several components before the system can function optimally.

The marketing approach works. But to create and sell those best 'mousetraps' to a diverse employee population, the employee services and recreation manager must adopt a long-term attitude and be ever-watchful of the dynamic environment. Then, armed with a well-defined strategy, the manager can deliver programs and services that meet with employee satisfaction.

John L. Crompton is an associate professor in the Department of Recreation and Parks at Texas A&M University.

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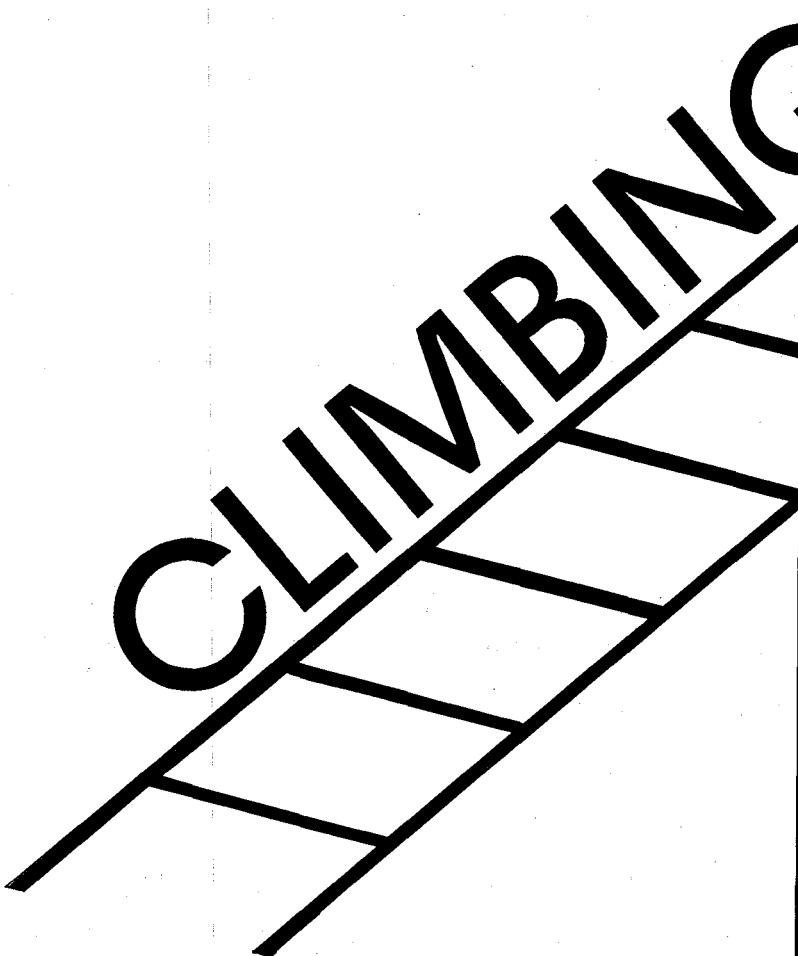
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Not too long ago individuals whose interests went the way of employee services and recreation found they couldn't even get one foot on the first rung of the corporate ladder. Now, with employee services established as a bona fide profession integral to any human resources department, managers are gearing up for quite a climb.

With experience in employee services and recreation, managers have begun stalking out broader territories in human resources and beyond. Though advancement within the human resources department appears to be the logical progression in companies, some managers are finding their finely-tuned communication and business skills—cultivated by running the company's

employee programs—are opening doors in once-uncharted company corridors.

HIGH VISIBILITY

As employee services and recreation specialist for the Storage Technology Corporation in Louisville, Colorado, Dan O'Reilly knew a great deal of the workforce, from all levels of employment. Likewise, they noticed him and his good work.

So when the company needed an exempt recruiter in their employment office, the vice-president of human resources suggested O'Reilly for the position.

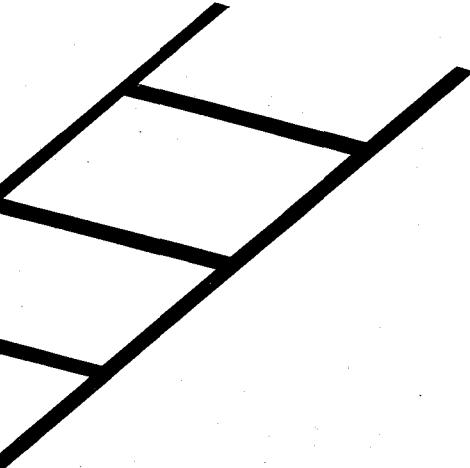
"It's hard not to be noticed in a position like recreation specialist," notes

O'Reilly. "If you do well, are productive and generate significant results, your efforts will be recognized. Obviously, the flip side of that is if you're not productive and don't generate results that, too, won't go unnoticed."

In O'Reilly's case what the vice president of human resources noticed was a lot of good, raw material. He was confident O'Reilly had the interpersonal skills necessary to represent STC.

"I think it's this simple," asserts O'Reilly. "Good companies recognize good performance."

O'Reilly's performance record speaks for itself. While working as the recreation director for the City of Long-



THE CORPORATE LADDER

The high visibility and broad scope of experience employee services managers gain, along with the challenges they successfully meet, equip them for a steady climb up the corporate ladder.

by Kimberly A. Thomas, editor

mont, Colorado, he pursued a lead on Storage Technology's intention to implement an employee services and recreation program. After talking with the right people, he landed a position as the company's first full-time employee services and recreation professional.

STC entrusted in O'Reilly the mission to take the recreation program, which up until that time was run strictly by employee volunteers, and turn it into a professional organization for the company. In particular, they needed him to be the driving force, in terms of professional guidance and impact, behind the construction of a number of major recreation facilities.

In all, O'Reilly oversaw the design and construction of a recreation center,

football, soccer and softball fields, jogging tracks, and basketball and volleyball courts. In his position as employee services and recreation specialist, O'Reilly also maximized the budget and expanded the company's overall program. The program won national recognition in 1981 with the NESRA Eastwood Award which honors the nation's most outstanding overall employee programs.

And by joining the National Employee Services and Recreation Association, he raised the visibility of employee services and recreation in the Denver metropolitan area and co-founded the Denver Area Employee Services and Recreation Association.

"A lot of the skills required to be a

very good recreation manager," says O'Reilly, "can easily be transferred to other areas of human resources. Excellent interpersonal communication skills and salesmanship are just as important in employment, compensation and training as they are in employee services."

"Gaining experience in a variety of specialized human resources areas," he adds, "is how you get to be a human resources generalist. And that qualification opens the door to top management positions."

IMPRESSIVE PROGRESS

"Astoundingly productive" is al-

LADDER

most too weak a term to describe a manager who doubled the membership in the employee association, substantially expanded the overall employee program, and developed an employee park—all in two years' time.

Such accomplishments highlight John Bowman's nine-year career with Bethlehem Steel, Inc. in Chesterton, Indiana.

Before Bowman stepped on board, volunteers coordinated the 2,300-member Burns Harbor Activities Association. Corporate management realized the large group could benefit from full-time, professional assistance. To be effective, they needed someone who could guide the volunteer help and give the association direction. Enter John Bowman.

"Bethlehem Steel hired me as the association's coordinator," recalls Bowman. "By working with employee volunteers over a two year period, I was able to double the membership, increase the number of programs offered to employees and develop an employee recreation park."

"During that time, the association was also able to appeal to more special interests," he adds, "by forming a variety of groups like ski, camera and chess clubs. The park we developed had two ball diamonds and a playground area. Our publicity program for all of this won national awards from NESRA."

Several decades ago, top management regarded employee services and recreation as a fun and games business, without high-level challenge. Promotions were not often extended to those who directed company recreation programs.

But programs like Bowman's forces management to take notice. And tap into an often untapped resource.

"I think my promotion to supervisor of employment and testing was based on my accomplishments with the employee association," explains Bowman. "Even while I served as the association coordinator, management displayed confidence in me through positive performance appraisals and

budget increases.

"When I initially came on board," he notes, "management viewed the position as something that wasn't vital to the company. I like to think I proved to them my job could create better relations between management and employees."

A BROAD SCOPE OF EXPERIENCE

"Always be on the lookout for any opportunities that come along to learn more, even if it's something out of your area," advises Nancy Leiber of the DeVilbiss Company in Toledo, Ohio. "The more varied a background you have, the better your chances of becoming more of an asset to your company."

A varied background is exactly what Leiber has. In fact, her enthusiasm toward new challenges has resulted in four promotions since she first entered the DeVilbiss door as a secretary in 1976.

A bachelor's degree, MBA and three jobs later, Leiber is now in the very position held by her first boss, supervisor of public relations.

"As a secretary, I always got my work done quickly and looked for different projects to work on," states Leiber. "The company gave me the opportunity to develop an employee discount program. Their goal was 10 kinds of discounts for employees."

"Several months later," she continues, "after getting involved with the Toledo Industrial Recreation and Employee Services Council, I delivered 75 discounts instead of 10."

Her success in that endeavor, coupled with her demonstrated management ability in organizing bowling tournaments, golf activities and company outings to local amusement parks gained notice from corporate decision-makers.

Her abilities caught the attention of the company president and the director of employee relations who were

searching for a full-time employee relations coordinator. Leiber arose as the ideal candidate.

"As employee relations coordinator, I got to know almost everyone in the company—including blue collar and white collar workers," notes Leiber. "That still helps me because I know who to go to for help and can always expect cooperation from them."

"Also, the communication skills I gained in that position are useful in my current job in public relations," she says.

Leiber introduced an employee newspaper to DeVilbiss when she worked as employee relations coordinator. Until six months ago, she continued to handle that responsibility in her positions as manager of employment and services, manager of personnel administration and supervisor of public relations.

"It's always kept me up-to-date on the company," she says.

Leiber's advancement through employee relations is typical of many employee services and recreation managers. But progressing through employee relations is not the typical path to landing a position in public relations.

"It was a hard decision to leave human resources," recalls Leiber. "I went from being a big fish in a small pond to being a small fish in a big pond. But I took the p.r. position because I decided I wanted to be involved in some of the decisions made about the direction of the company. And I also didn't want to pass up an opportunity to gain more experience. You can never get enough of that."

PROMOTING YOURSELF

Without a high profile, the climb up the corporate ladder becomes even steeper. Grabbing the spotlight in the human resources department and fixing top management's gaze on you takes well-orchestrated strategies.

"There are a number of things managers can do to gain visibility," says Marilyn M. Machlowitz, Ph.D., a New York-based management consultant and

organizational psychologist. "Foremost is doing a good job. A track record speaks for itself. But don't stop there."

Machlowitz offers a variety of strategies for would-be company movers:

- **Become indispensable to your boss.** Carving a secure niche for yourself underscores your value to your boss and the organization.
- **Tackle tough assignments.** Top management may pay more attention to trouble zones than to problem-free parts of the operation. If you provide the company with profitable solutions, you'll gain their attention.
- **Tie your tasks to the goals of other departments.** This is especially important to human resources personnel whose department is typically among the hardest hit by budget cuts.
- **Change jobs without changing jobs.** Enlarging the scope of what you do and assuming other related roles helps focus the spotlight on you.
- **Recycle 9-to-5 skills after hours.** By re-channeling your energy into professional or trade associations, you allow others to see or hear of you in a leadership context. Holding an office in an organization like NESRA or one of its chapters puts your name in front of other employee services managers and gains publicity for your company. Likewise, routing copies of articles you've written for trade journals to company executives sheds an expert light on you.
- **Remember you're always on display.** Even in company hallways, bathrooms or elevators, you must convey a professional image. That includes maintaining a professional appearance at all times.
- **Modify customary routines.** If you typically eat lunch with the same threesome, consider expanding your horizons. You can gain new insights and establish new contacts by meeting different workers of your company.
- **Behave differently when others expect you to.** Unless you change how you conduct yourself after a

promotion, people will probably treat you the same way they did before.

- **Don't ask for special privileges or exceptions.** Such behavior annoys the higher-ups.

"The benefits of visibility accrue over time," emphasizes Machlowitz, "so

it's important to carry out your strategies judiciously and with care. Being obvious can backfire and lead you in a direction you don't want to go.

"The best way to promote yourself," she concludes, "is to practice a modicum of modesty."



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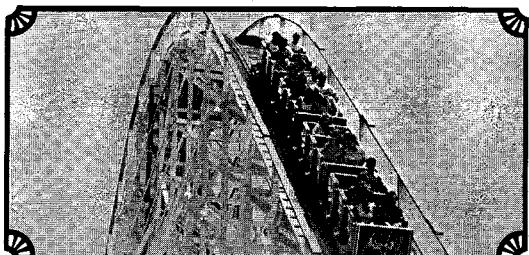
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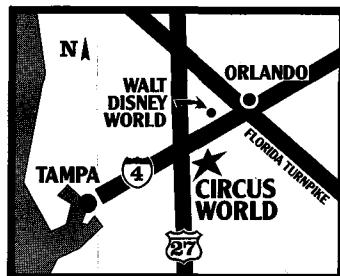


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Managing Morale

by Sharon Nelton

Good morale is essential in the workplace; it is the key to good performance, productivity and profits. Any complaint about poor morale deserves attention. For some managers, morale means developing the people in an organization into a working team. For others, it is summed up in the phrase *esprit de corps*.

Management guru Peter F. Drucker, in his book *Management: Tasks, Responsibilities, Practices*, cautions: " 'Morale' in an organization does not mean that 'people get along together.' the test is performance, not conformance. Human relations that are not grounded in the satisfaction of good performance in work are actually poor human relations and result in a mean spirit." The purpose of an organization, Drucker says, is to enable common people "to do uncommon things."

"The best definition of morale is the employee's emotional reaction to the work situation," says Marilyn Morgan, Ph.D., associate professor of management at the University of Virginia's McIntire School of Commerce. Morgan further describes morale as a "composite attitude" regarding many aspects of a job. And, she stresses, the composite attitude will translate into behavioral reactions—for example, reactions to a supervisor, to co-workers or to company policies.

Dina Lichtman Weinstien, a freelance organizational consultant based in Philadelphia, thinks of morale as "synonymous with climate or environment" or "the tone of the office." For her, it's the feeling you get when you walk into a workplace. Do you feel tension? Or a sense of closeness?

The signs of poor morale are quite clear. The most dramatic indicators, says Morgan, are high levels of employee turnover, absenteeism and lateness. "All

are withdrawal behavior," she explains. "People are trying to remove themselves from a bad work situation as much as possible."

NEGATIVE VIBES

In addition, Morgan points out, there are subtle indicators of poor morale, which often show up before the dramatic signals do:

- A large number of complaints within the workplace. Employees may grumble about being under a great deal of pressure or charge that nobody listens to them or cares about what they think.
- Complaints from clients or other departments about the service being provided by the department.
- Limited effort. Employees don't seem to be working hard or putting much of themselves into their jobs. They do enough to get by.
- Employee carelessness or daydreaming on the job. Employees may take long lunches or make frequent trips to the restroom.

Morgan says it is the manager's responsibility to recognize the problem, to see it as a symptom of something else and investigate its causes. The supervisor's style as a manager, she points out, is one of the most important influences on employee morale. If your style of leadership is the cause of poor morale among your own staff, Morgan encourages adopting a participative approach to management.

"Greater subordinate participation often results in higher morale," Morgan says. This is especially true when a supervisor consults subordinates in decision making and expresses confidence in them—two elements that work hand-in-hand. "If my boss asks my opinion, then she is expressing confidence in me," Morgan explains.

LEADERSHIP STYLE

You can develop a participative leadership style with the following skills:

- Delegate responsibility and hold the appropriate employee accountable for fulfilling it.
- Look for different ways to involve subordinates in the decision-making process.
- Communicate effectively. You need to provide employees with the necessary information so that they feel they know what's going on and how their individual job contributes to a much larger mission. Employees want to understand how their work fits into the corporate setting.
- Establish goals. Once good communication is set up, the supervisor and subordinate can work together, in what Morgan calls "a collaborative fashion," to set goals and then work toward them.

Another major cause of poor morale, according to Morgan, is "poor reward administration." Sometimes employees believe it makes no difference what they do or whether they perform at minimal levels or really expend great effort on the job.

Only if employees see that their work does make a difference will the manager see a positive outcome. Recognition of or rewarding the employee might be as simple as a statement ("You worked under great pressure last week and got that report out. Nice work!") or as major as a bonus or a promotion.

Poor job placement or "fit" can lead to poor morale, too. If you put employees in jobs where they don't belong—that is, where they don't have an opportunity to use the skills they have and thus make a full contribution—they'll become alienated and unhappy. Unless the situation is corrected, the employee is likely to leave.

MANAGER'S MEMO

A related cause, Morgan notes, is poor design of a job. The employee may find the work routine or meaningless. He or she may have no autonomy, or get no feedback and not know how they're performing.

Weinstein adds another dimension to poor morale in the workplace. "Administrators have to look at

themselves and see if they have morale problems," she says. Using herself as an example, Weinstein says that when her father was seriously ill, the office she runs was in disarray because of her own crisis. "If top administration has its morale problems, pretty soon you have an office in chaos," Weinstein says. "You have to work on your own problem before you can work on the

office problem."

TROUBLEMAKERS

Sometimes what appears to be an office morale problem on the surface isn't office-wide. Instead, it is the problem of an individual employee, who may be growling loudly and often that "we've got a morale problem!"

"For that person, it is a morale problem," says Weinstein. But instead of being a problem of the whole organization, more likely it is something going on with that individual. Such employees, Weinstein says, "are projecting what they feel onto the rest of the office."

"An employee's perceptions can be quite different from reality," Morgan points out. A manager must remember that "employees act on what they think exists, not on reality."

If you are a supervisor with a "troublemaker" on your hands, Morgan says, the problem could be poor job placement. Or maybe the employee doesn't belong in your organization at all. (A retired newspaper editor told me she learned there are just some people you shouldn't try to keep. "They might do better or be happier someplace else," she believes.) The problems could be temporary—the employee has personal problems and reacts to them on the job. With an individual who usually performs well, a sudden change in behavior could be a sign of a personal crisis.

Most management experts and business leaders place the responsibility for morale on the tone set by an organization's manager. Morale is made at the top, they say. They point to the need for the manager to have character and integrity, to administer with fairness and to have a concern for people.

Drucker insists that no one should be appointed to a managerial position whose "vision focuses on people's weaknesses rather than on their strengths." The manager who dwells on weaknesses, he warns, will undermine the spirit of the organization.

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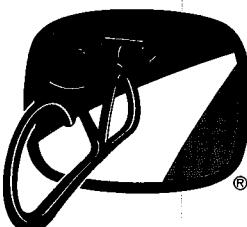
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PROGRAM SPOTLIGHT

The Company of Big Shoulders

Not all scars from the recent recession have healed.

Communities continue to grapple with cutbacks, unemployment and a lack of adequate resources. Food and shelter remain high priorities, along with education and aggravated discrimination.

Companies cannot ignore these painful reminders of an economy-gone-wrong in the communities that surround them. More and more organizations, like Honeywell, Inc., have met the challenge of corporate and community responsibility.

Throughout communities surrounding the worldwide Honeywell company plants, people and organizations have joined forces to make things happen that might not have been possible had each tried a more traditional approach.

Through Honeywell, one Minneapolis community found a way to acquire more housing for its residents. Other residents who had been chronically unemployed had a chance to get and keep work. And all across the U.S.—in one year—United Way agencies, health and

welfare organizations, cultural and civic groups, and educational institutions have benefited from more than eight million dollars donated by Honeywell and its employees.

Honeywell's community service programs continue to grow as a ripple effect is set in motion each time dollars are given, volunteers involve themselves, or organizations cooperate to achieve a common goal. Dollars initiate contact with an organization, opening the door to volunteers efforts, if needed. Volunteers develop relationships that pave the way for broader, cooperative ventures between Honeywell and the organization.

In short, the ripple effect makes unusual and creative involvement possible which, in turn, allows Honeywell to maintain a realistic and hopeful commitment to community responsibility.

VOLUNTEERISM THRIVES AT HONEYWELL

"Business should not emulate gov-



In Minneapolis, more than 650 members of the Honeywell Retiree Volunteers Project donate their time and skills to nonprofit organizations.

ernment in throwing money at society's problems," stated Honeywell Chief Executive Officer and Chairman of the Board Ed Spencer at a Private Sectors Initiatives conference. "Rather it should use the largely untapped potential of voluntary and loaned corporate people to provide services or develop new ways to continue threatened programs."

Spencer's statement accurately describes the philosophy that forms the touchstone of Honeywell's community involvement: volunteerism.

Volunteerism at Honeywell is carried on in many different ways. First, individual efforts are recognized by a Community Service Award. The company contributes \$500 in the recipient's name to the organization of his or her choice.

Second, Honeywell has structured corporate volunteer programs to coordinate and funnel resources for community service. The Honeywell Retiree Volunteer Program (HRVP) has long



Employees in the United Kingdom regularly arrange events to benefit community organizations. A county fair held near London raised money for local charities, including a home for disabled children who shared the day with employees and their families.

PROGRAM SPOTLIGHT

been recognized as a key player in these efforts. HRVP, now a thriving volunteer organization of more than 600 people, began as an effort to bring together Honeywell's retiree population with the growing requests from the community for volunteer expertise.

Third, in addressing the need for corporations to join forces in making commitments along broader lines, cooperative corporate programs have been developed. The Management Assistance Project (MAP), for example, involves 20 corporations and functions as a clearinghouse to match interests and skills of employees with needs of community organizations that request help.

The volunteer is perhaps the single largest resource available to make a difference in a community. Volunteers make partnerships possible. And the growth the volunteer undergoes as a result of community involvement often extends to the workplace, adding new dimensions to the way people get their jobs done.

In 1982, volunteers made a difference in communities across the nation and around the world, wherever Honeywell locations exist. In the United States, Honeywell received national recognition with the President's Volunteer Action Award for their overall 1982 program.

Although volunteer involvements at Honeywell are quite diverse, they all hold one essential element in common—finding ways to make a difference at a time when traditional resources are shrinking drastically.

GIVING THEM SHELTER

Long-standing issues such as employment and discrimination continue to exist, but issues such as emergency housing, food shelves and family violence have emerged as new priorities as communities wrestle with survival basics.

Because all areas have become increasingly complex, new strategies to deal with issues are being developed.

Perhaps the easiest way to trace these new strategies is to follow the evolution of Honeywell's involvement with

housing through its Neighborhood Involvement Program in the Phillips neighborhood of Minneapolis.

In 1971, Honeywell concentrated on renovating existing homes for sale to low- and moderate-income residents. By 1973, efforts escalated to new construction on vacant land. An owner-assistance component was introduced in 1974 working directly with property owners on exterior improvements. In 1978, activities such as a security/lock program, clean-up efforts and assistance with interest payment on third-party loans began.

As involvement deepened, so did Honeywell's relationship with the neighborhood and its action group, the Phillips Neighborhood Improvement Association (PNIA). By 1982, the strategy had evolved to the partnership level with PNIA and the Minneapolis Community Development Agency. Through the experiences and resources of each group, it became possible to provide an expanded number of housing units for sale to neighborhood residents.

The company's tendency now is to apply its resources in a way that allows existing organizations to serve the community and to become more involved with their partners in the community. Both strategies offer the flexibility and the catalytic action needed to address changing needs effectively.

PUTTING THE HARD-TO-EMPLOY TO WORK

When an economic recovery is slow, there is little a corporation can do to create jobs.

So the challenges are great when the task is to funnel whatever jobs are available to those who have a difficult time finding and keeping work.

Over the last few years, the neighborhood approach has allowed Honeywell's Defense Systems Division to offer a solution. It started with the Minneapolis Mayor's Employment Strategies Task Force when representatives of corporations, labor, citizen's groups and government convened to consider ways to bring the hard-to-employ into

the workforce. The strategy: make the task manageable by dealing with the city along the natural dividing lines that already existed—its neighborhoods.

Mayor Don Fraser asked Honeywell to work with the Phillips neighborhood, other employers, neighborhood organizations and community employment resources to train for job-seeking skills, improve the rate of job retention, improve access to existing jobs and create jobs in the area.

The result was Phillips Works, Inc., a nonprofit corporation guided by a board of directors including Honeywell representatives. Phillips Works initially established a bindery, using hard-to-employ workers and Honeywell dollars, which were converted into equipment.

At the same time new bindery contracts were being developed, a board member spotted another opportunity for Phillips Works. It was a labor-intensive process that would enable Honeywell's Defense Systems Division to cut material costs by recycling plastic tubes used in the manufacturing of another product. Since Phillips Works has been recycling the tubes, demand has intensified generating revenue that offsets approximately 25 percent of overhead.

In this venture, both company and community participants have had the chance to be impressed with each other's talents. As Peter Shea, then Honeywell's Defense Systems Division's director of employee relations recalled, "We brought a plan of action, a framework. The question was, how do you get it done?"

That's where the Phillips Neighborhood Improvement Association excelled. They scouted the neighborhood and found a suitable building for Phillips Works.

For Defense Systems Division personnel involved in the project, Phillips Works has been a source of pride and new awareness. "It's made me more process-oriented," says Shea.

Phillips Works staffers also reap rewards. Noted Dan Kadlec, then-manager of Phillips Works, "I told them about a report I gave and how I felt there was a real loyalty being developed here. They were all pretty cheerful."

PROGRAM SPOTLIGHT

ful about that—but of course, it was payday.'

And for those workers, that certainly was benefit enough.

DISABLED MORE THAN ABLE TO PERFORM

Lexington, Massachusetts and its surrounding communities are discovering just how able the developmentally disabled are. Through the longstanding efforts of the Vocational Training Program, students between the ages of 16 and 22 receive on-the-job training that opens up doors to self-support.

The program is divided into an in-school and community-based program. The in-school program takes place in classrooms and specially-equipped rooms where work stations are simulated and a variety of work activities performed.

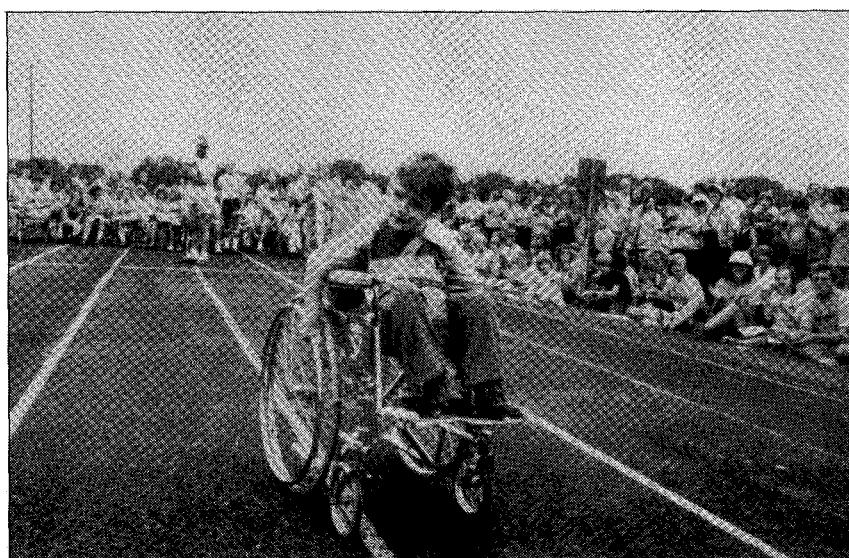
The community-based work environment is in the Honeywell Brighton facility near Boston. Since 1979, Honeywell has provided opportunities in vocational exploration, work experience and specific skills training for eight to ten students per day. Under the supervision of a "special needs" professional, these individuals contract to produce transformers on schedule, doing their own inspection and rework. Already, one of these students has become a full-time Brighton employee.

To support the program's overall activities, Honeywell stages a road race in Lexington, the Battlegreen Run.

IN PURSUIT OF KNOWLEDGE

In less than a generation, the technological revolution has moved the U.S. from an industrial to an information society. All the while, many schools throughout the country began paying less attention to the vital need for students literate in the technological sciences.

One solution requires both education and business to come together and ask "the impossible question," as Min-



More than 5,000 Honeywell volunteers in Minneapolis planned and conducted a Special Olympics and Honeywell family day for 1,300 handicapped children and adults.

neapolis District Superintendent Richard Green put it. Impossible, because schools and businesses have had a "look-but-don't-touch" relationship in the past.

"I have faith in the human experience, faith that people have a desire to improve upon it rather than diminish it, and that trust is possible in all places," said Green.

Green's dream became reality in 1982 when Honeywell and North Community High School produced a magnet program, Summatech, designed to attract high school students throughout the district to a science and math program that was not only technologically enhanced, but innovative in offering a new way of learning the sciences.

That way called for more than Honeywell donations and advice, it required volunteers from Honeywell—scientists, who logged many years in educational systems.

Returning to that system during their careers "reawakens those instincts," said Rita Kaplan, Honeywell manager of educational programs. "As people become engaged in this experience, they bring back to their work a greater awareness for the process of learning and develop a better understanding of what we do here and what is happening in programs like Summatech."

Superintendent Green is not content to keep the boundaries of an experience

like Summatch in Minneapolis, or even the state or the country. His images are global.

"A natural avenue, someday," Green mused, "as students become more aware of talents in math and science, is to have contact with mentors at Honeywell. And since Honeywell is an international organization, that mentorship can extend beyond the usual boundaries in a way that explores what is taking place right now: global co-operation among international scientific communities."

Information for this article was provided by the Honeywell Community Responsibility Annual Report.



The Management Assistance Project at Honeywell links managerial and technical volunteers with nonprofit agencies.

Perceptions on Corporate Recreation

by Gene G. Lamke

In high growth areas, information cannot always keep up with demand. When information is less than readily available, perceptions frequently conflict.

Such is the case with employee services and recreation. The corporate recreation sector is one of the fastest-growing areas of the leisure services industry. According to experts, its growth is faster than average. But information about the field has yet to filter through all corporate corridors. Consequently, the perceptions toward employee programs differ between employee services and recreation directors and top management.

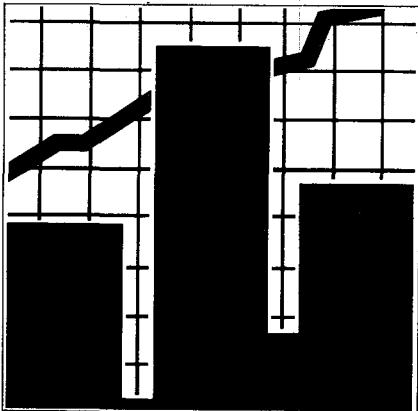
TOP MANAGEMENT MISPERCEPTIONS

In a recent survey of 500 company members of the National Employee Services and Recreation Association, three key areas revealed a disagreement between employee services managers or directors and top management executives.

First, 24 percent of the company executives surveyed believed their employee services program cost between \$50 and \$100 per participant, while only 11 percent of recreation directors marked this category.

Second, when asked about types of personnel involved with the services and recreation program, a major disparity existed in responses about volunteers. Employee services managers responded more often (17 percent) that volunteers were used in running the program, whereas company executives only answered at a five percent rate.

Finally, managers and top executives differed in the response for the qualifications desired of potential recreation or employee services directors. Company executives responded that they



preferred degrees in personnel, business and the liberal arts, whereas employee services and recreation managers indicated a preference for degrees in recreation administration and physical education.

In addition, 58 percent of executives responded that more than two years of experience was desirable for employment, while program directors or managers favored two years or less by the same percentage. Also, executives who responded with more than five years of experience represented 25 percent of the same population, whereas only 11 percent of directors deemed more than five years appropriate for employment.

In regard to coursework, practitioners responded more frequently than did company executives that accounting and typing courses were desirable for employment. Undoubtedly, recreation managers might be handling more of these functions than is perceived by executives. However, company executives responded more frequently than did recreation directors that leisure counseling and education was needed for employment (directors, 17 percent; executives, 26 percent).

The background areas most frequently cited by both groups included: budgeting and financing, business administration, and recreation pro-

gramming. The areas least cited as necessary by both groups were: philosophy of leisure, business law, personnel administration, and statistics.

When asked what personality characteristics were desirable for employment, very few differences were encountered. The most notable difference occurred on the "demanding" response. Company executives selected this characteristic seven times more often than did recreation managers. Could this mean that executives believe recreation directors are not demanding enough in the performance of their duties?

OTHER FINDINGS

Company size for employee services and recreation programs did vary somewhat. Fifty-five percent of the employee services and recreation managers who responded were from companies with *more than* 2000 employees, while a majority of the company executives (60 percent) were from companies with *less than* 2000 employees. All other categories of company size were somewhat evenly represented in the responses of both groups.

With regard to the percentage of employees that participated in the recreation program, company executives and employee services managers showed differences. For instance, 59 percent of company executives reported participation below 50 percent of the company's employees, while only 45 percent of the managers placed participation in this category. The most frequently checked responses by employee services directors occurred in the 51 to 60 percent and 61 to 75 percent categories, while company executives most frequently checked the 20 percent or less and 21 to 40 percent categories.

This finding suggests that employee participation in programs as viewed by

EVIDENCE

the two groups may be different. A potential communication gap could exist between what was actually occurring and what was perceived by management relative to numbers of employees participating in the program.

The respondents in both groups answered most frequently to having programs more than 25 years old or less than 10 years old. The large number of responses in the less than 10 years category indicates that many companies have recently started programs and the corporate recreation sector is growing at a steady rate.

Responses about methods of financing were indicative of the great variety of methods used to fund recreation programs. No substantial differences existed, although 17 percent of employee services managers responded that program fees were charged, while only seven percent of company executives checked this response. Again, the possibility that a communication gap exists

between practice and perception is strengthened by this type of response. Company contribution continued to be the most often-checked response for both groups (directors, 97 percent; executives, 94 percent).

The survey also revealed that the company-directed program was the most frequently-checked method of running a program (managers, 54 percent; executives, 63 percent), followed by employee association-directed and a combination of company- and employee-run.

In those companies where the recreation program is company-directed, over two-thirds of both directors and executives responded that either no full-time employees (directors, 52 percent; executives, 29 percent) or only one full-time employee (directors, 15 percent; executives, 29 percent) run the program. Part-time personnel were more often employed in running the program for both groups. This date indicates that although employee services and rec-

reation appears to be growing at a steady rate, the number of employment possibilities are limited and may only exist at a part-time level.

When asked if employees working with the program were trained specifically in recreation administration, recreation directors and company executives responded similarly. The vast majority of personnel working with programs in companies were not trained specifically in recreation administration.

BRIDGING THE COMMUNICATIONS GAP

To further develop an accurate picture of the employee services and recreation field, several courses of action should be pursued.

First, additional studies should be undertaken relative to personnel employed in employee services programs to obtain demographic data that accu-

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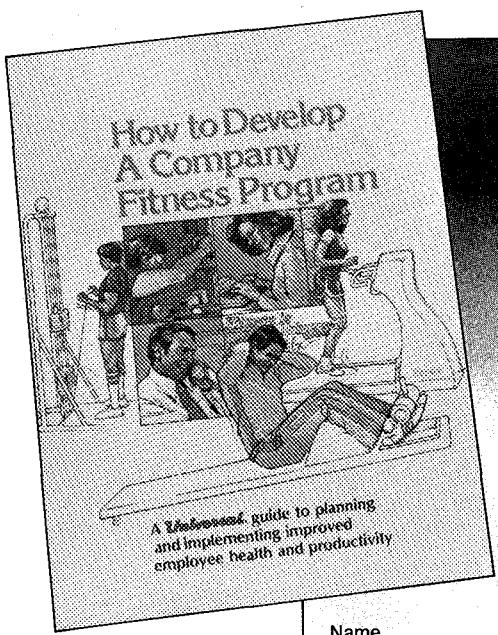
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rately describes who they are and what they do. Second, research should be developed to assess the potential of employee services and recreation in companies that do not currently have them. Next, greater research of company executives is necessary in the areas of attitudes toward recreation and employee services programs. Lastly, in-service training programs for employee services personnel should be designed to provide additional educational support for program development. The possibility also exists for the development of a program aimed at informing company executives of the benefits of having an employee services and recreation program and how to start one.

Although programs continue to flourish in the employee services sector, the employment potential appears nebulous without attempts to create new programs in companies and educate company executives as to how better programs can be developed by trained recreation personnel.

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Gene G. Lamke is an associate professor of recreation at San Diego State University. A member of the San Diego Industrial Recreation Council, he delivered the findings of his research at the NESRA Region VII Conference and Exhibit in San Diego.

For a complete copy of the study, "New Perspectives on Industrial Recreation: The Director and the Company Executive," write to: Professor Gene Lamke, Department of Recreation, San Diego State University, San Diego, California 92182.

Fighting Jet Lag

Many airline travelers are learning to prevent jet lag—or at least speed up their recovery times—by using a diet plan developed at the Department of Energy's Argonne National Laboratory, near Chicago.

The diet grew out of studies of circadian rhythms, natural body cycles controlled by molecular "clocks" found in every cell of the body. Besides aiding travelers, this research has important implications for helping shift workers. Many nuclear power stations are using shift-rotation programs based on this research to help reactor operators adjust quickly to continually changing work shifts.

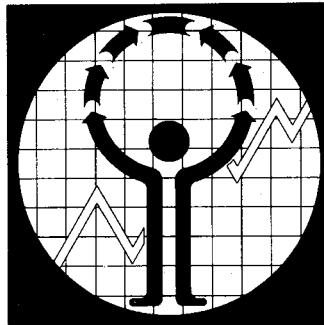
Anyone traveling across three or more time zones, such as coast-to-coast across the United States, can benefit from the anti-jet-lag diet, says Charles Ehret, the Argonne biologist whose research developed the diet.

Left to its own devices, he says, the body normally needs one day to adjust for each time zone crossed. But proper use of the Argonne diet can help the traveler make the change in one day.

Thousands of travelers have used Ehret's diet to prevent or ease the discomfort and inconvenience of jet lag. The U.S. Army used his research to help devise plans for moving troops great distances and having them arrive alert and ready for action.

Jet lag is a feeling of irritability, insomnia, indigestion and general disorientation. It occurs when the body's inner clock is out of synchronization with time cues from the environment. The Argonne diet uses some of the same time cues that create jet lag to prevent it.

Time cues include meal times, sunrise and sunset, and daily cycles of rest and activity. These cues help keep the body on schedule and healthy. The Argonne diet uses a combination of time



cues to speed the traveler's adjustment to a new schedule.

A card summarizing the diet appears on this page and can be folded to carry

in a wallet.

The diet requires a planned rescheduling of mealtimes, meal contents and social cues to help reset the body's clock. The trick is to prepare for the adjustment a few days ahead of time by carefully watching the amounts and types of food eaten at mealtimes. On the day of arrival, the body's clock is reset by assuming the schedule of meals and activities appropriate for the new time zone.

A traveler planning a Sunday flight from New York to Paris, for instance, faces a nine-hour flight across six time zones. The traveler plans to arrive

CLIP AND SAVE

COUNTDOWN

	1 FEAST	2 FAST	3 FEAST	4 FAST	BREAK FINAL FAST
B					Westbound: If you drink caffeinated beverages, take them morning before departure. Eastbound: take them between 6 and 11 p.m. If flight is long enough, sleep until destination breakfast time. Wake up and FEAST, beginning with a high-protein breakfast. Lights on. Stay active.
L					
S					Coffee, tea, cola, other caffeinated beverages allowed only between 3 and 5 p.m.

THE ARGONNE ANTI-JET-LAG DIET

The Argonne Anti-Jet-Lag Diet is helping travelers quickly adjust their bodies' internal clocks to new time zones. It is also being used to speed the adjustment of shiftworkers, such as power plant operators, to periodically rotating work hours. The diet was developed by Dr. Charles F. Ehret of Argonne's Division of Biological and Medical Research as an application of his fundamental studies of the daily biological rhythms of animals. Argonne National Laboratory is one of the U. S. Department of Energy's major centers of research in energy and the fundamental sciences. Argonne National Laboratory, 9700 South Cass Avenue, Argonne, Illinois 60439

FITNESS/HEALTH BULLETIN

Monday at 10 a.m. Paris time, and wants to advance his or her body clock so it is not still set for 4 a.m. New York time upon arrival.

The traveler begins the anti-jet-lag diet on Thursday, three days before the flight. Thursday is a feast day, to be followed by fasting on Friday, feasting on Saturday and fasting on Sunday. The day of the flight is always a fast day.

On feast days, the traveler eats three full meals. Breakfast and lunch are high in protein. Steak and eggs make a good breakfast, followed later by meat and green beans for lunch. Protein helps the body produce chemicals that wake it up and get it going.

Supper is high in carbohydrates. They help the body produce chemicals that bring on sleep. Spaghetti or another pasta is good, but no meatballs—they contain protein.

On fast days, the traveler eats three small meals. They are all low in car-

bohydrates and calories to help deplete the liver's store of carbohydrates. "We do not fully understand the reasons," says Ehret, "but this seems to speed the shift to a new time zone." Acceptable meals on fast days would contain 700 calories or less and might consist of skimpy salads, thin soups and half-slices of bread.

Whether feasting or fasting, the traveler drinks coffee, or any other drink containing caffeine, only in the afternoon. This is the one time of day when caffeine seems to have no effect on the body's rhythms.

Sunday evening, the traveler boards the plane about 7 p.m. and begins the first phase of speeding up the body's internal clock to Paris time. He or she drinks several cups of coffee between 9 and 10 p.m., turns off the overhead light and goes to sleep.

About 1:30 a.m. New York time, the traveler wakes up—the coffee con-

sumed before going to sleep may even help do this—and takes the final steps that reset the body's clock to Paris time.

First, he or she eats a high protein breakfast without coffee—perhaps last night's supper saved until the new breakfast time. Most airlines will gladly agree to this request. The meal helps the body wake up and synchronize itself with the Parisians, who are eating breakfast at about the same time.

Second, having finished breakfast, the traveler stays active to keep the body working on Paris time. The other passengers are asleep, but the traveler is walking the aisles, talking to the flight attendants or working with a briefcase on the pull-down table in front of his or her seat.

Monday afternoon in Paris, the traveler has a high-protein lunch. Steak is a good choice. That evening, he or she eats a high-carbohydrate supper—crepes, for example, but with no high-protein meat filling—and goes to bed early.

Tuesday morning, the traveler has little or no jet lag.

On the return trip, the procedure is reversed, with one change. Going from East to West, the traveler wants to turn the body clock back six hours so that upon arrival at, say, 10 p.m. New York time, the body's clock is not still set at 4 a.m. Paris time.

The same feast-fast-feast-fast procedure is followed as before, except that plenty of coffee is consumed the morning before the flight and the morning of the flight, but avoided in the afternoon and evening of both days.

After boarding the plane, the traveler again coordinates his or her schedule with that of the destination. The fast is broken with a large, high-protein breakfast at about the same time New Yorkers are eating theirs.

Ehret points out that the diet can be flexible. "If you don't have time to alternate feasting and fasting for three days," he says, "just fast on the day you leave. Follow the rest of the plan accordingly. It may not prevent jet lag entirely, but it will speed up the adjustment."

CLIP AND SAVE

How to avoid jet lag:

1. **DETERMINE BREAKFAST TIME** at destination on day of arrival.
2. **FEAST-FAST-FEAST-FAST** — Start four days before breakfast time in step 1. On day one, FEAST; eat heartily with high-protein breakfast and lunch and a high-carbohydrate dinner. No coffee except between 3 and 5 p.m. On day two, FAST on light meals of salads, light soups, fruits and juices. Again, no coffee except between 3 and 5 p.m. On day three, FEAST again. On day four, FAST; if you drink caffeinated beverages, take them in morning when traveling west, or between 6 and 11 p.m. when traveling east.
3. **BREAK THE FINAL FAST** at destination breakfast time. No alcohol on the plane. If the flight is long enough, sleep until normal breakfast time at destination, *but no later*. Wake up and FEAST on a high-protein breakfast. Stay awake and active. Continue the day's meals according to mealtimes at the destination.

FEAST on high protein breakfasts and lunches to stimulate the body's active cycle. Suitable meals include steak, eggs, hamburgers, high-protein cereals, green beans.

FEAST on high-carbohydrate suppers to stimulate sleep. They include spaghetti and other pastas (but no meatballs), crepes (but no meat filling), potatoes, other starchy vegetables, and sweet desserts.

FAST days help deplete the liver's store of carbohydrates and prepare the body's clock for resetting. Suitable foods include fruit, light soups, broths, skimpy salads, unbuttered toast, half pieces of bread. Keep calories and carbohydrates to a minimum.

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NEW PRODUCT AND SERVICE GUIDE

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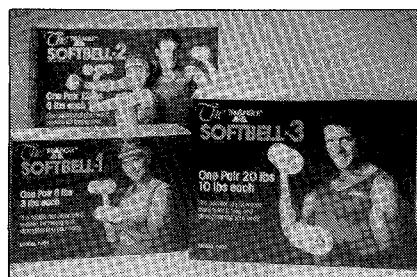
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The NESRA

NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 257-1017.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Randy Schools—(301) 496-6061.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Jan Prechel—(612) 823-8879.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terry Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jim Christian—(619) 695-5514.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

CONFERENCES & EXHIBITS

"Prospecting For Knowledge," the 1984 NESRA Conference and Exhibit, will be held May 17-20 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado. For more information, contact NESRA headquarters: 312/562-8130.

FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.

September 6-9, 1984. NESRA Region VII Conference and Exhibit. Camelback Inn, Scottsdale, AZ.

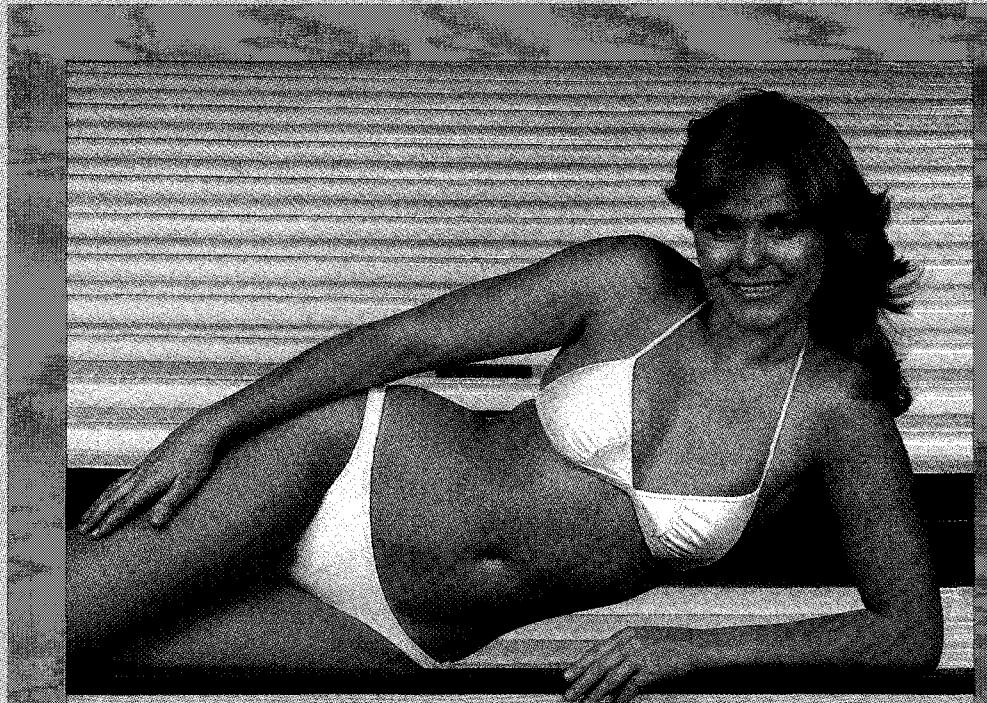
October 12-13, 1984. NESRA Region V Conference and Exhibit. Holiday Inn, Minneapolis, MN.

October 25-27, 1984. NESRA Region II Conference and Exhibit. Sheraton, Washington, DC.

November 15-17, 1984. NESRA Region III Conference and Exhibit. Drake Oakbrook, Oakbrook, IL.

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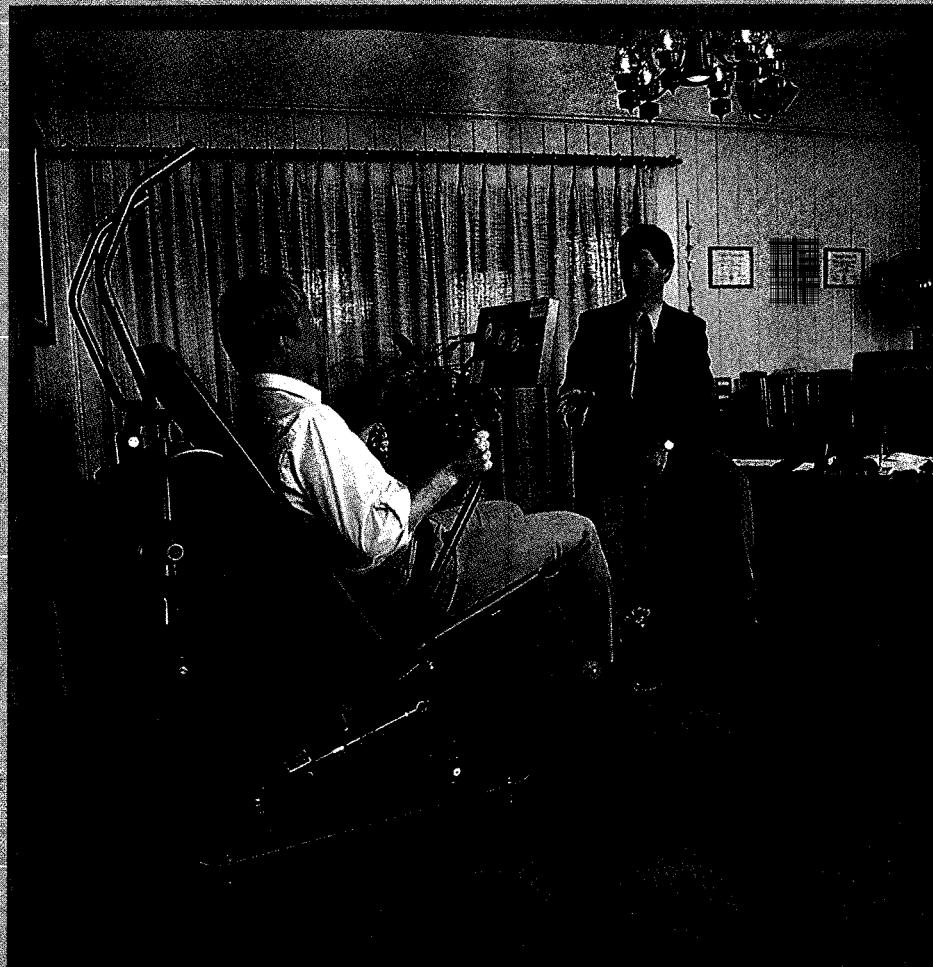
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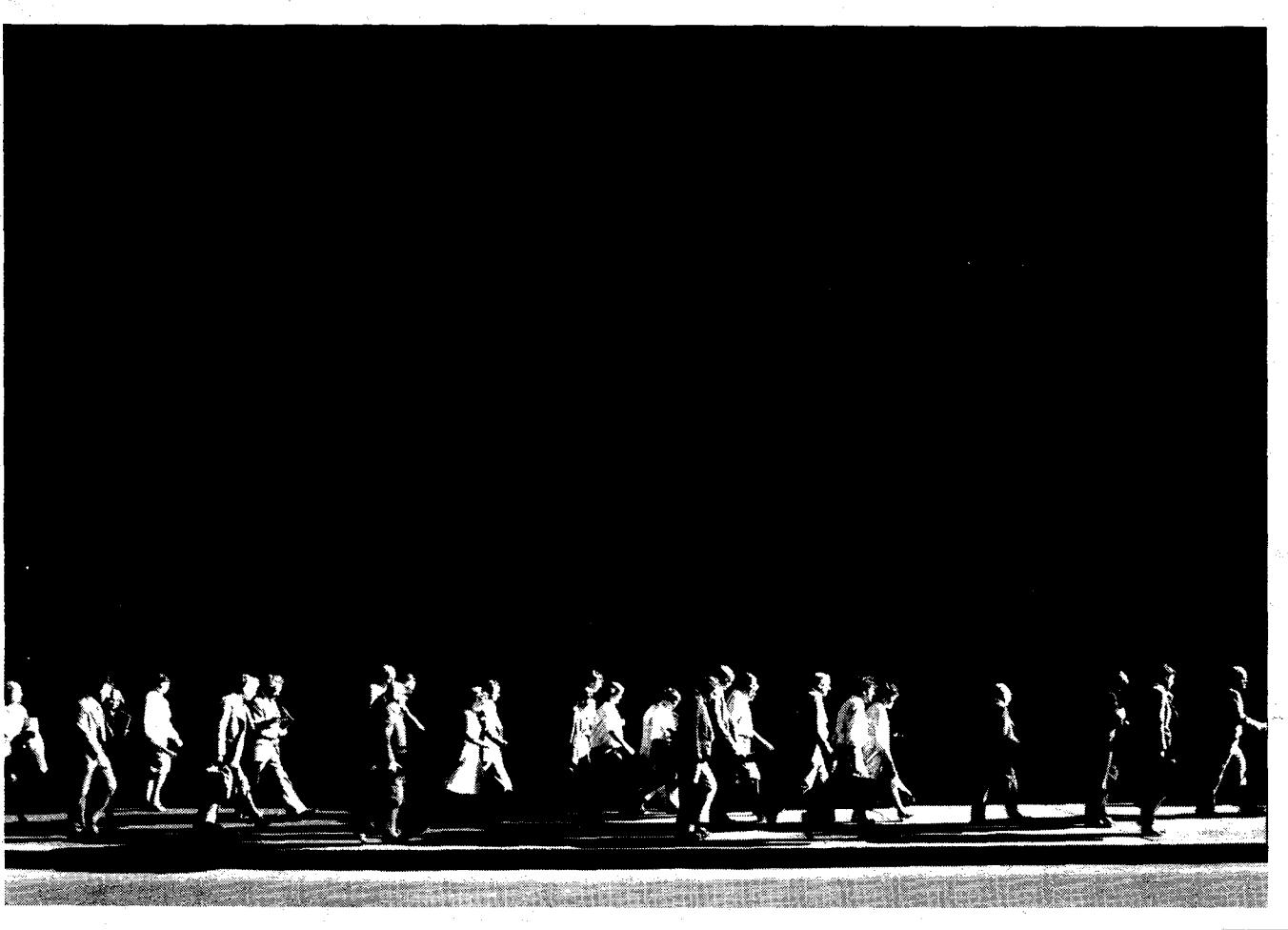
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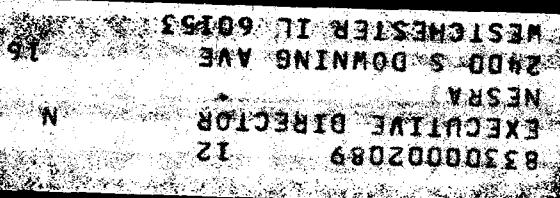
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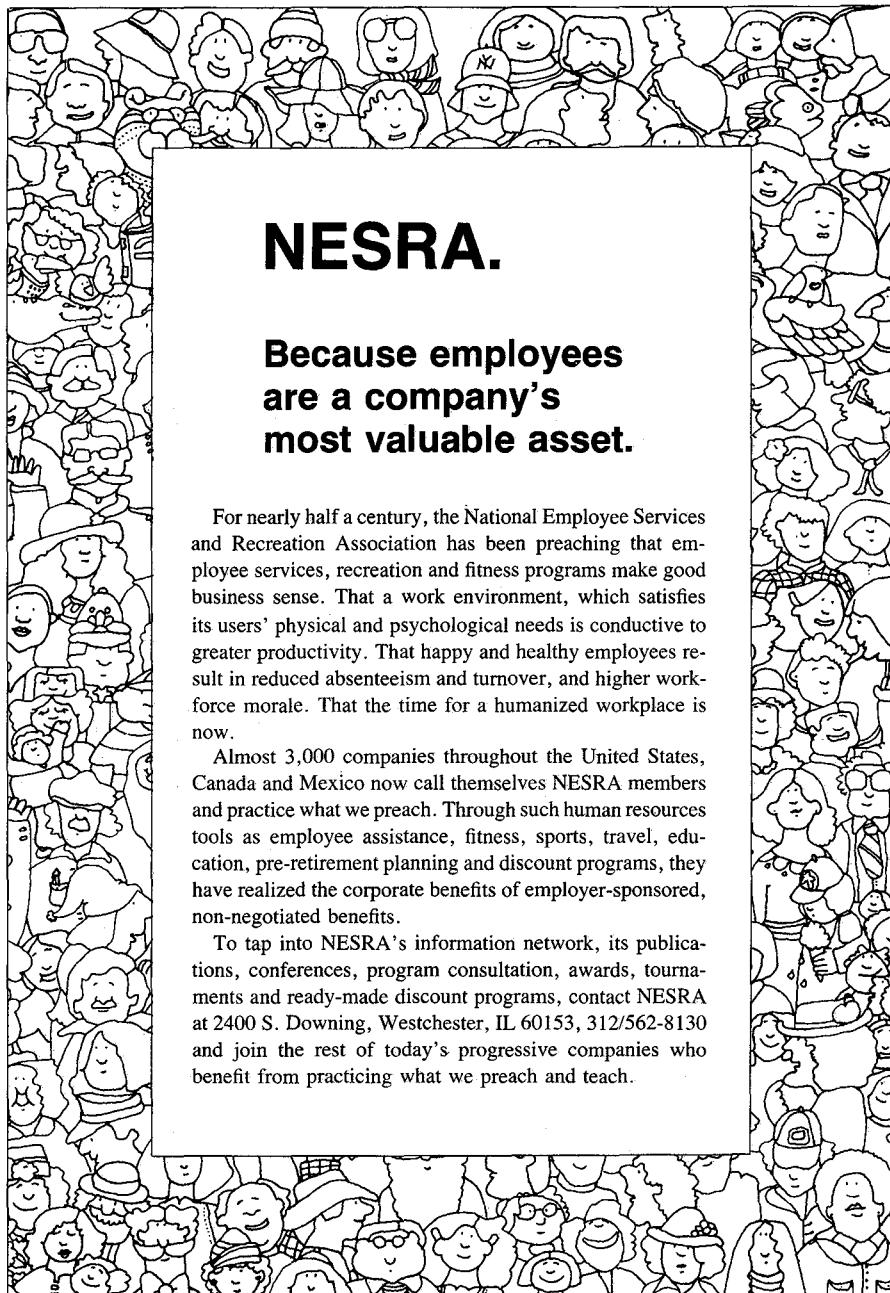
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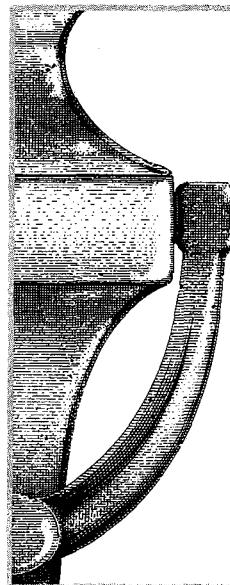
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To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.



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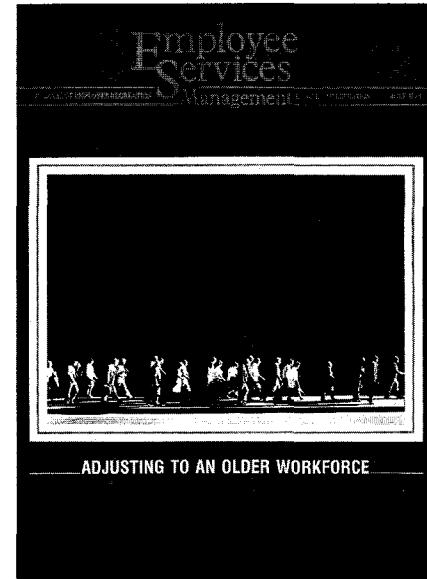
Volume 27 • No. 5

In this issue . . .

There's a new color being added to the workforce rainbow: gray. Cutting across blue and white collar lines, and brushing over all pigments of the workforce—white, black, brown, red and yellow—are the older workers of this society. By the year 2000, there will be nearly 32 million persons age 65 and over with an average of 15–20 years of retirement living.

As society begins "Adjusting to an Older Workforce" (this month's cover story), human resource management will become much more important. Employee services and recreation managers in particular must recognize the older worker to make their programs more meaningful. They must seriously consider "Preparing Preretirees for the Leisure of Retirement" (page 9) and the possibility of putting on one more hat, that of "The Retirement Planner" (page 17).

Work and leisure patterns will dramatically change as the 21st century approaches. And never before will long range human resource planning be more critical.



Barbara Crane, photographer
Courtesy of The Art Institute of Chicago

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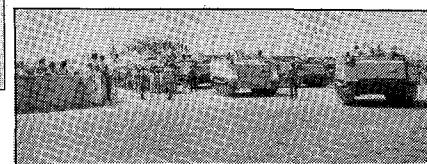
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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by Regina Kessler

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NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

NEWS IN BRIEF

Employee Services Managers 'Prospect for Knowledge' at NESRA Conference

Nearly 600 employee services managers, suppliers and students were "Prospecting for Knowledge," at the 43rd Annual Conference and Exhibit of the National Employee Services and Recreation Association (NESRA) held May 17-20 in Breckenridge, Colorado. Conference attendees gained a wealth of new skills and new contacts through 17 hard-hitting conference sessions exploring such 14-karat ideas as employee wellness, increased worker productivity, employee services and recreation programming trends and progressive management techniques, along with two continuing education workshops and a number of other special luncheons and social events.

Highlighting the annual event were the keynote address, "Meeting the Recreation Needs of Today's and Tomorrow's Workforce," delivered by

former *Megatrends* researcher and current Westrend president Michael H. Annison, and the 1984 Employer of the Year presentation to William K. Coors, chairman of the board and chief executive officer of the Adolph Coors Company. Another conference highlight was the 100-booth exhibit hall elaborately decorated as a mining town and mine shaft.

"We've set a pretty impressive precedent for future conferences," noted Patrick Stinson, NESRA executive director. "And by drawing a large number of delegates, exhibitors and first-timers, we've made great gains in spreading the word about employee services' place in today's workplaces."

Complete coverage of the 1984 NESRA Conference and Exhibit will appear in the August issue of Employee Services Management.

NIRREF Adopts New Name

The National Industrial Recreation

Research and Educational Foundation (NIRREF), the research arm of the National Employee Services and Recreation Association (NESRA), officially changed its name to the NESRA Education and Research Foundation at NESRA's 43rd Annual Conference and Exhibit in Breckenridge, Colorado in late May.

Foundation Chairman Dr. Arthur Conrad noted "the new and simpler name will allow easier identification with NESRA and eliminate usage of the now outdated term, 'industrial recreation.'"

In addition to adopting the new name, the NESRA Education and Research Foundation added three new members to its board of trustees. They include: NESRA President Phyllis Smith, Hughes Aircraft Company; NESRA Immediate Past President Stephen Edgerton, Xerox Corporation; and Kenneth Wattenberger, Lockheed California Company, also a NESRA past president.

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NEWS IN BRIEF

Among the Foundation's new research projects is the Biannual NESRA Membership Survey, scheduled for completion by September of this year. The Foundation will also continue monitoring the University of Tulsa's fitness training project, which it also funded.

The administrative office of the NESRA Education and Research Foundation is located at NESRA headquarters in Westchester, Illinois.

Management Prerogatives vs. Employee Rights

As managers no longer have an unqualified, sweeping prerogative to fire, it is important to understand and adapt to these new conditions, writes David W. Ewing in "*Do It My Way or You're Fired!*"

Never before has there been so much confusion over the prerogatives of managers and rights of employees, Ewing states. Some of this confusion arises from laws about collective bargaining, civil rights, sexism and safety. The most important changes, Ewing notes, are those concerning manager-subordinate relationships.

The enormousness of the workforce, the variety of employees and employers, employee mobility, and diversity in values combine to produce the disidence that so many thousands of organizations are experiencing.

Until recently, employees have been taught to fear authority. What the boss said was the final word. Ewing observes. This thinking no longer prevails, nor does loyalty to the company prevail.

Now, Ewing points out, most managements think very hard about how a proposed action may affect employment, work conditions, or employee relations. However, unjust firings are still frequent, Ewing states—numbering about a half million a year.

It is the manager's job to deal promptly with subordinates who cause trouble because they are incompetent, lazy, uncooperative, vindictive or disloyal. This must be done for the sake of efficiency and economic survival,

Ewing notes. Many firings, whether just or unjust, are being challenged in the courts, which are increasingly sympathetic to employee rights.

For the manager who must continue to transfer, demote and discharge subordinates who don't meet the need or don't get along with others, the following rules should be observed.

- Check the company's personnel policies and discuss any questions about personnel matters.
- If corporate personnel policy leaves you free to go ahead as you please, check to see if any oral or written statements have been made to the employee that might be construed as an implied employment contract.
- If no employment contract can be construed, ask yourself if the troublesome employee could argue persuasively that the real reason for the dismissal was not economic necessity or on-the-job inadequacy, but retaliation—for example, retaliation for questioning an illegal company practice, speaking out about a safety hazard, or resisting an invasion of privacy.

Restrictions on management's prerogative to fire are spreading—however, this does not mean that North American organizations will "end up in shackles" as have their counterparts in many other countries, Ewing predicts.

New Child Care Services Directory Lists Options for Employers

Employers who are considering offering some type of child care employee benefit will find 76 U.S. proprietary child care companies listed in a new directory published by the National Association for Child Care Management (NACCM) based in Washington, D.C.

"The child care management companies listed in this directory can enable a business of any size to provide a child care benefit to their employees in a quality care environment at a cost

to be determined by the employer," said Carole M. Rogin, NACCM executive director.

"As an employee benefit, employer-related child care services have been reported to increase worker productivity and loyalty," asserts Rogin, adding that such services also improve a company's ability to recruit and retain good workers, while reducing turnover, tardiness and absences as well.

"For these reasons, large and small businesses throughout the country are electing to provide their employees with a full or partial child care benefit," Rogin continued. "We expect this trend to continue, with projections that by 1990, more than ten million preschool-age children will have mothers in the labor force," she concluded.

The 28-page directory entitled *CHILD CARE: BENEFITS TO BUSINESS* (\$15) contains names and addresses of 76 professional child care management companies in 43 states, with notations about the types of services each provides. In addition, the directory lists these companies by state, and details, in a separate section, the various options for employer-related child care under current law.

Economic Growth Expected to Continue

Economic growth will continue through 1984 and 1985, but at a progressively slower rate after mid-year, University of Michigan economists predict.

Accompanying the economic growth will be a drop in civilian unemployment levels and a slight rise in inflation.

Saul H. Hymans and Joan P. Crary presented this analysis recently at the University's annual Conference on the Economic Outlook.

They see two major areas of uncertainty on the economic horizon: First, the international value of the dollar, recently high enough to be a major problem for American export and import-competing industries, is not expected to weaken appreciably in the near-term because of continued high

NEWS IN BRIEF

U.S. interest rates. Second, failure to develop "a reasonable bipartisan negotiating process" to curtail federal budget deficits and avoid possible interest rate increases could hurt prospects for continued expansion in 1985.

As presented in the U-M forecast, the near-term economic outlook is distinctly positive: "We are forecasting that the current quarter will register a 6.9 percent rate of growth of real GNP (gross national product) to be followed by a 5.7 percent rate in second quarter 1984 and 4.9 percent for the second half of 1984.

Automation Revamping the Office

The once placid office scene is being rocked by the phenomenal growth of automation. With the computerized visual display terminal (VDT) well on its way to becoming as common to the office as the typewriter, it is also bringing a host of concerns over the mental and physical health of people who work with VDTs, both now and in the future.

A new 125-page report, *The Office Environment: Automation's Impact on Tomorrow's Workplace*, written by automation consultation Wilbert O. Galitz and published by the Administrative Management Society Foundation, offers an in-depth examination of how the office workplace is being restructured by automation.

VDTs are rapidly changing the way people work and altering the design of the office. Today there is one VDT for every 10 employees. By 1990, this number is expected to increase to one VDT for every two or three employees. According to Galitz, concerns over VDT-related health issues include visual and posture problems, increased work stress, reduction in quality of work life, lost jobs and health hazards.

In the report, Galitz summarizes research findings from over 75 major studies by institutions, academia and government on how automation affects office employees. Studies have largely disproven the radiation effects of VDTs, and Galitz claims their use need not be physically fatiguing. With careful at-

tention to design factors such as lighting, acoustics, temperature, color, and chair and desk height, the VDT workstation and office environment can be made more comfortable than is common today.

Elements of the VDT work environment, including the terminal, related equipment, a work surface, storage areas, chair, lighting, walls and even space, can all contribute to discomforts reported by office employees. "A large portion of the problems appears to be real," says Galitz. People's eyes and bodies are not always compatible with the way VDTs and workstations are manufactured and installed. For example, most desks are not designed to accommodate a VDT, causing disorganization of the work area and back problems due to improper desk height.

"Ultimately, effective workstation design is going to require even closer cooperation among all involved parties, including furniture manufacturers, terminal manufacturers, facility managers and computer users. Those who are not yet talking to each other, had better start quickly," advises Galitz.

Alcoholism Affected by Women's New Roles, Psychologist Says

A Stanford psychologist says alcoholism is becoming equal-opportunity in America.

"In the past, choices were a lot easier for women than they are today," said Cynthia Soyster, a psychologist at the Stanford Alcohol Clinic. "There were very clear limits set on how much, where, with whom and when women could drink. Now women are winning the right to compete with men in every area of life, including the neighborhood bar. Alcohol promises to calm the conflict and anxiety of a woman's struggle for her rights."

Alcoholism in women is on the rise or coming out of the closet or both, Soyster said. "All the evidence we have points in that direction."

Soyster, a clinician who regularly treats alcoholic patients, said female

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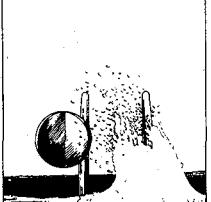
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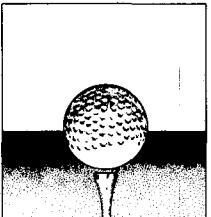
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NEWS IN BRIEF

membership in Alcoholics Anonymous (AA) has risen from 22 to 39 percent in a single decade. The number of women who use any alcohol increased 21 percent between 1939 and 1978, three times the 7 percent increase for men.

But it is very difficult to estimate the number of women with alcohol-related problems or who are alcoholic, for several reasons, she said.

First, the long-standing stigma of female drunkenness has evolved a conspiracy of silence. The problem drinker tends to hide her drinking, and family members assist her by "weaving a protective circle of silence around her to protect both her and themselves from the shame," Soyster said.

"Women collude in this denial," Soyster said. One study, she said, found that 86 percent of a group of alcoholic women seeking their physician's help failed to mention their alcohol problem, instead complaining of other physical or emotional problems. Misdiagnosing alcoholism as "nerves" or depression, doctors often prescribe tranquilizers that result in a second addiction, she said.

Although alcoholic men often are arrested for public drunkenness or driving while intoxicated, women are underrepresented in arrest statistics, Soyster said.

"The police are much more apt to scold her, give her a lecture, and send her home in a cab," she said.

Although a single event—like a change in an important relationship—often precipitates a woman's drinking problem, the event can be a positive one, she said. "Stress and the use of alcohol to relieve that stress very often occur in people that have too much too fast, as well as when they have something wrong," she said.

While the benefits of light or moderate drinking for either sex are debated, researchers are uncovering physical differences between men and women in the way their bodies deal with alcohol. Women become more intoxicated than men on the same amount of alcohol adjusted for body weight, Soyster said, and metabolize it faster.

Preparing Pre-retirees for the Leisure of Retirement

by Regina Kessler

Retirement leisure can be a blessing or a curse depending on how it is used. For years, retirement preparation program planners and leisure specialists have emphasized this message and stressed the importance of preparing pre-retirees for the leisure of retirement. Now there is confirmation of the need from the experts themselves—people who are retired.

In an attempt to place a gauge on retirement planning and other retirement issues, Retirement Advisors (RAI) a leading consulting/publishing organization in the field of retirement preparation and retiree communication, polled over 500 retirees throughout the

country. In the survey entitled "Retired in America in 1984," retirees were

For the new retiree, retirement may be the first time since pre-school that he or she is responsible for completely scheduling the day's time and establishing priorities.

asked what advice they would give to people preparing for retirement. Al-

most as many stressed the importance of preparing for leisure *before* retiring as stressed the importance of financial preparation.

So preparation for leisure is, and should be, an essential component of any comprehensive pre-retirement program according to the experts themselves. But adequately preparing employees for the leisure of retirement requires more than merely offering suggestions for possible hobbies or volunteer experiences. Such simplistic approaches do not take into consideration the psychological trauma of losing one's work-role identity, alteration of time structure, social contacts and the dif-



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ficulty of finding opportunities to replace the satisfactions once derived from work.

To adequately prepare pre-retirees for the leisure of retirement, it is important to help them re-define and re-evaluate their whole concept of leisure; this will help them establish new attitudes and values compatible with a new lifestyle, as well as explore opportunities to channel energy productively. Such preparation can begin by taking a look at the reality of retirement leisure.

Retirement leisure is different from vacations and holidays. For the retiree, it is the only kind of time they have and they have a lot of it. The average retiree will be confronted with approximately 40,000 leisure hours. This is a new phenomenon. Until very recently, most retirees had to plan for only a few good years. But because of medical advances and increased health consciousness, today's retiree can look forward to 15 to 20 healthy active years.

For the new retiree, retirement may be the first time since pre-school that he or she is responsible for completely scheduling the day's time and establishing priorities. When at work, pre-retirees knew where they would be from 9 to 5, Monday through Friday. Their weekends were probably scheduled just as tightly as their weeks, with household tasks or other obligations such as visiting relatives. But in retirement every day is like a Saturday. Leisure becomes something very different when it is the only kind of time you have.

To avoid the unpleasant surprise of being confronted with nothing but unstructured time, it is helpful to encourage pre-retirees to compare the way they spend their time now with how they might spend their time after they retire. One way to do this is to ask them to draw two circles and divide each circle into the hours of the day. Then fill in one circle with how they spend their time on an average work day and the other circle with how they imagine spending their time on an average day in retirement. This exercise should help bring into focus such issues as what they might do with the time gained from

no longer having to commute and how they will adjust to the challenge of an unstructured day.

Another aspect of retirement life which can prove to be a shock if not anticipated, is the loss of social contacts at work. (*For one solution, see "Program Spotlight," p. 27.*) Most people don't realize how important the social aspect of work is until they are no longer working. Even if they do not like the people they work with, the mere fact of reporting to work puts them in a social context where people of different ages and social backgrounds are brought together in a cooperative environment. Usually there are one or two people with whom they become quite close and keep up with on the daily soap operas of each other's lives. Being surrounded by people outside of their usual social network adds a spice to the day which is generally only noticed when it is gone.

Replacing on-the-job friendships can be an important adjustment factor in retirement as can changes in the family structure. Children may move to different areas and become involved with their own families. Moving to a retirement home may disrupt a social structure which took years to construct. There is also the possibility of losing a spouse.

It is therefore useful to consider the topic of friendships and social relationships when planning for retirement. The following questions may prove helpful to pre-retirees.

- Do I rely on the workplace for most of my social contacts?
- Can I reasonably expect to keep many of my workplace friendships after retirement?
- Do I make efforts at maintaining friendships?
- Do I leave myself open to new opportunities to meet others?
- Will I relocate after retirement?
- Will many of my friends be relocating after they retire?
- Is most of my socializing done as part of a married couple?
- Will I have family members living nearby when I'm retired?

By giving some thought to these kinds of questions now, pre-retirees can en-

hance their opportunities for friendships in the later years and make the most of the added hours retirement can offer to spend in the company of good friends, old and new.

The influence of the American work ethic upon retirement is another area which needs to be explored. For many people, work is the central core of their lives. Work structures their day, defines their identity and establishes their priorities. Often personal needs are put aside in order to accomplish larger goals. Motivation comes from external sources; individual initiative and creativity may be subordinated to group considerations. Retirement reverses all these priorities. The retiree must find his or her own personal identity, motivation, and goals, devoid of an organized structure.

The loss of one's work-role identity can be a difficult adjustment if not openly confronted. Whether consciously or unconsciously, Americans tend to define themselves in terms of their work role, sometimes even going so far as to measure their personal worth by their paychecks and position. When they meet each other for the first time they often ask "What do you do?" meaning, what you do for a living.

Yet, people are much more than their work roles and what they do after the hours of 9 to 5 is probably more indicative of who they really are. But instead they answer, "I am a banker, manager or secretary." They don't say, "I am a parent, skier, or movie buff."

In preparing for retirement, it is helpful for people to consider all the roles they play in life. If they make a list of these roles such as spouse, committee worker, sibling, gardener, tennis player, etc., then cross off the roles that will disappear when they are no longer working, they may be surprised to find that most of the roles will remain. What is left will become the core of their identity after retirement.

A heavy orientation to the work ethic can also cause retirees to suffer from vague feelings of purposelessness or uselessness. Productivity is so often equated in our society with monetary rewards that it is difficult to measure

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accomplishments devoid of a paycheck. Perhaps that is why volunteer work is often calculated in terms of hours served. At least this gives some concrete measure of effort.

Work is such a central issue in American life that leisure is rarely given serious attention. Americans are so work-oriented that they seem only able to define leisure in terms of work, as time away from work or time to refresh one's self for more work. At worst, leisure is looked upon with mistrust, "idle hands are the work of the devil," or at best tolerated as a reward for work well done: "After your homework you can go out to play." No wonder it is not uncommon for people to feel guilty if they are not gainfully employed.

The American concept of leisure is so vaguely defined, it is difficult to pinpoint exactly what it is. If we go along with the ad agencies we'll all agree that leisure is a time to drink beer. If you've got the time we've got the beer, weekends of course are made for Michelob and when it's time to relax . . .

Other cultures have developed more sophisticated philosophies of leisure. To the Greeks, leisure was exulted as the ultimate good and work was defined as the absence of leisure. From the contributions the Greeks made in the areas of art, drama, philosophy, and politics, it is apparent that this veneration of leisure was extremely productive.

It is interesting to note that one of the major fears of Americans facing retirement is loss of productivity. Yet, the opportunities that leisure can provide for using one's true talents and skills to fulfill personal needs or the needs of society is limitless.

For example, one large city neighborhood which suffers all the blights of urbanization has one tiny spot of beauty, the garden in front of the public library tended solely by seniors. The gardeners will probably never know how much delight they give their neighbors as they pass by during their busy days.

Retirees have time to plant gardens, write books, visit friends, cheer the sick, write their Congressmen, go to school, or to do any one of a million things that could enrich themselves and oth-

ers. In order to take advantage of this great gift, they must first know what they really want to do.

It is therefore important to help pre-retirees identify those activities which bring them the most pleasure. What is it they like to do? This may be a question they have never given much thought to. In retirement, they are going to need a variety of interests to fill a variety of needs and replace the many satisfactions such as feelings of accomplishment and productivity they once derived from work.

During the pre-retirement workshops run by Retirement Advisors, participants are asked to list twenty things they like to do. These do not have to be things they actually do. They can be things they used to do as a kid or things they've always wanted to do but never had time for. Once they have made their list, they are asked to categorize their activities by putting a "U" next to those activities which give them a feeling of usefulness when they do them, an "M" next to those activities which keep them mentally stimulated, a "P" for those activities which keep them physically fit, an "R" next to those activities which help them relax, and a "\$" sign next to each activity which costs them more than \$10 each time they do it. Then they are asked to write the last time they participated in each activity listed.

Next they are encouraged to ask themselves the following questions about their leisure activities:

- My leisure activities include: _____
- My leisure activities do not include: _____
- I would like my leisure activities to include more: _____

This kind of analysis of one's leisure activities should give the pre-retirees a better understanding of their strengths and weaknesses in the area of leisure interests.

On this page is a listing in order of priority of the 20 most popular leisure activities cited by the retirees respond-

ing to the question in the Retirement Advisors Study, "which of your leisure activities give you the most satisfaction?"

The Twenty Most Popular Leisure Activities, As Cited by Retirees

- Reading
- Gardening
- Visiting Friends and Family
- Sewing, Handiwork
- Traveling
- Golf
- Fishing
- Repairs
- Watching T.V.
- Walking
- Clubs
- Music
- Volunteering/Helping others
- Water Sports
- Writing
- Arts and Crafts
- Playing Cards
- Church Activities
- Bowling
- Dancing

Although the transition from work to leisure may at first be difficult for retirees, most will ultimately learn to enjoy their leisure lifestyle. The retirees polled in the Retirement Advisors study may be an atypical group as they are receiving regular retirement assistance in the form of an information newsletter which stresses the importance of leisure concerns as well as financial matters. However, almost 90% of those responding to a question on their greatest satisfaction in retirement came from some form of leisure participation. Being able to do what they want to do when they want to was mentioned by many.

And perhaps this is the best definition of leisure, the ability to do what one wants to do for no other reason than simply because they want to. Proper preparation can assure that this ability will be a blessing rather than a curse.

Regina Kessler is a program specialist for the New York-based Retirement Advisors.

ADJUSTING TO AN OLDER

There's a new color being added to the workforce rainbow: gray. Cutting across the blue and white collar lines, and brushing over all pigments of the workforce—white, black, brown, red and yellow—are the older workers of this society.

The age composition of the U.S. labor force will change dramatically during the upcoming decades. The number of younger workers will decline as the numbers of older workers and retirees grow. By the year 2000, there will be nearly 32 million persons age 65 and over with an average of 15–20 years of retirement living.

What do these statistics mean?

They make it clear that by the turn of the century early and full retirement programs will impose too great a financial burden on the Social Security system, corporate pension programs and the diminishing supply of younger workers.

They suggest that to stay competitive, companies will have to create innovative personnel programs to attract and retain older employees.

They urge older workers to redefine retirement to mean not an end, but a life transition.

They encourage employee services and recreation managers and other human resource professionals to develop programs that help older individuals increase their life options.

And they demand that society as a whole reconceptualize the aging process.

PREVENTING A FUTURE SHOCK

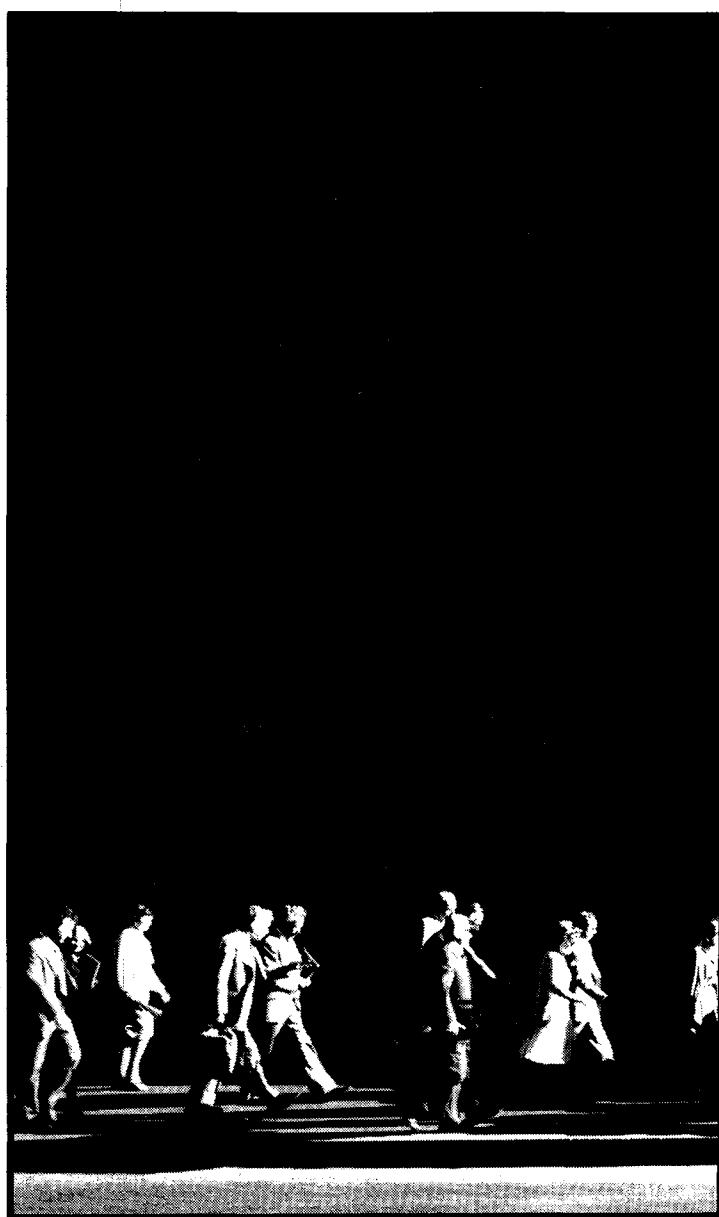
Unless the myopic vision of the past is refocused to recognize and react to the needs of older workers, experts agree ramifications will be felt far beyond the Social Security system. In the short term, corporate promotional policies and practices will require adjustment

in response to the lessened availability of higher-level vacancies and pressure from the large middle-aged cohort.

But in the long term, unless business and industry develop personnel plans that attract and encourage older workers to stay on past age 62, they will face an employee replacement crisis where workers with high technical abilities will be replaced by workers with

insufficient experience to carry on the goals of the organization.

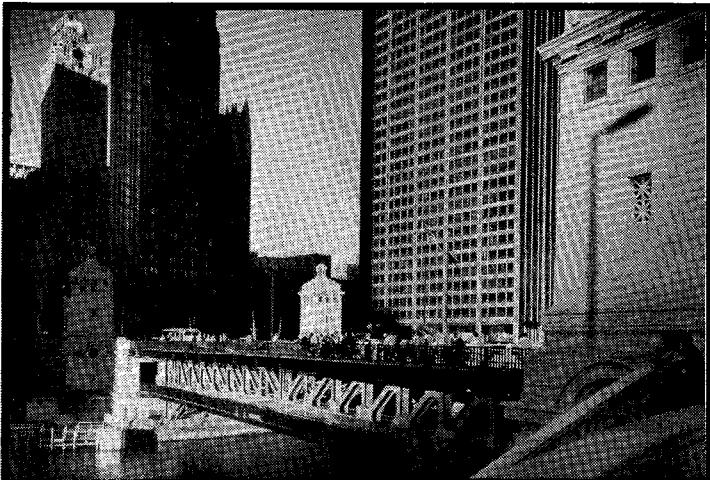
"Today's economic and demographic realities make it clear that the trend towards earlier and full retirement may simply be too costly for our nation, public and private pension programs, employees and workers," said Rep. Mario Biaggi, (D-NY), chairman of the Subcommittee on Human Ser-



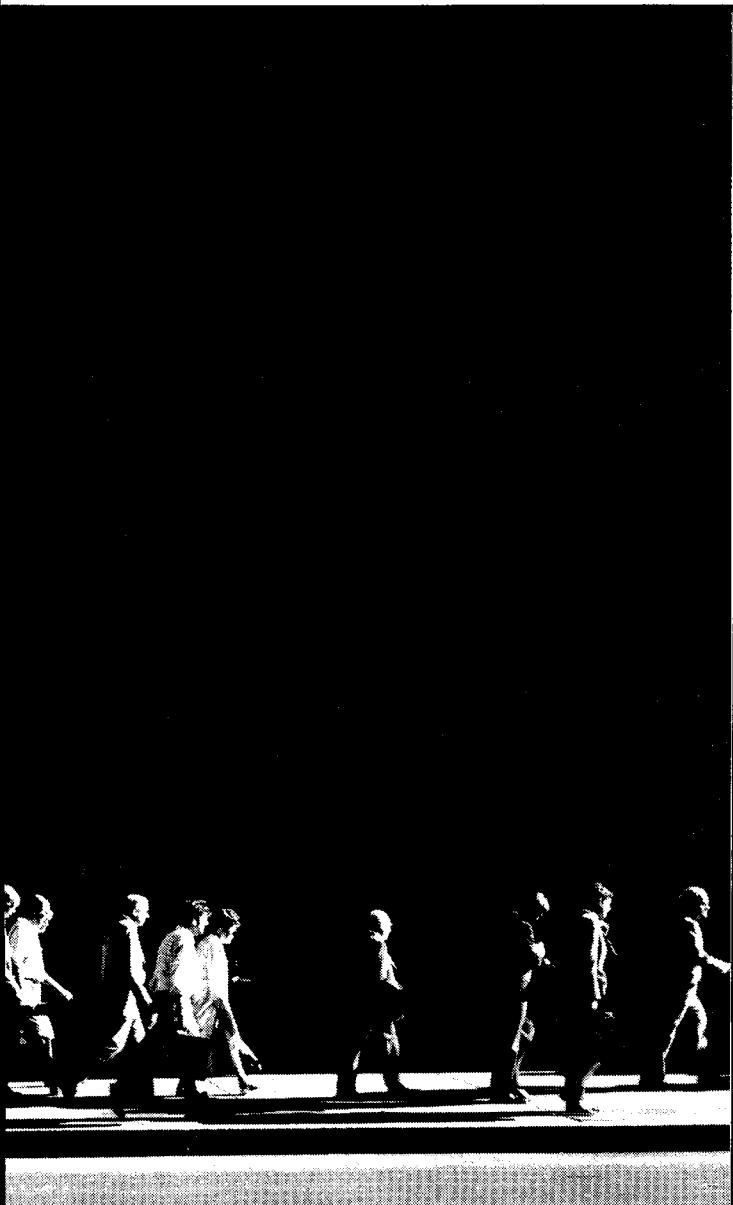
WORKFORCE

by Kimberly A. Thomas, editor

vice for the House Select Committee on Aging at the recent conference "Your Aging Workforce: The Next Twenty-Five Years," jointly sponsored by Retirement Advisors (RAI Division), Hearst Business Communications, Inc. and Columbia University. "There need to be increased incentives to keep persons in the workforce to more advanced ages."



Photographs by Barbara Crane, Courtesy of The Art Institute of Chicago.



In addition to the abolition of mandatory retirement, Biaggi supports a federal policy that creates a comprehensive employment and retirement strategy recognizing that older Americans can and want to work. He pointed to a number of federal programs that can become key factors in the overall employment strategy. The Job Training Partnership Act now includes a provision, which Biaggi authored, requiring states to establish training programs that address the special needs of older workers. Title V of the Older Americans Act provides part-time, community service employment opportunities to low-income seniors over 55. Scheduled for re-authorization next year, the Vocational Education Act, he says, has the potential to meet many of the training and retraining needs of older workers whose job skills have become obsolete.

The private sector must also reshape its existing policies. To be responsive to older workers, companies will need to develop more flexible work schedules, create new promotional policies and offer more career and retirement planning programs.

"My prediction is that human resource management will be much more important than it has been in the past," Dr. Malcolm H. Morrison, chief of the Research Support Staff for the U.S. Department of Labor's Employment Standards Administration stated at the "Aging Workforce" conference. "That

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flexible work lives will become characteristic in our society and that we will have far more job changes, training and retraining in the adult years than in the past."

A noted authority on retirement policies, Morrison foresees a future society with different patterns of work and leisure. "Retirement itself will become redefined," he said, "to mean leaving a particular job to accomplish some other type of work when we reach a certain age."

To accommodate the older workforce, Morrison identified the following program approaches at the 1983 annual conference of the International Society of Preretirement Planners (ISPP):

- Career planning, including training
- Performing surveys of employee attitudes
- Management training on older workers
- Workforce planning on needed recruitment, training and replacements
- Preretirement workshops at earlier ages and for a wider spectrum of employees
- Phased retirement and other alternative work options
- Retirement clubs for former employees
- Consultation on employee benefit plans and related personnel practices

"Flexible retirement," he noted, "is the wave of the future." According to Morrison, the society of the future will feature the multiple career and continuous education.

Because most older individuals desire an escape from the 9 to 5 schedule, experts predict part-time work will become increasingly popular in business and industry. Already an estimated 55 percent of U.S. firms use permanent part-time employees for reasons that include general or specific labor shortages, peak load coverage and retaining experienced workers who are no longer able to work full time.

In a recent study, half of the organizations using permanent part-time

employees reported the job performance of their part-time workers is better than their full-time counterparts. Specifically, part-timers show less fatigue, can keep up at a faster pace for a shorter time, and have better absenteeism, tardiness and turnover records.

Other work options help employees ease into retirement. Battelle Memorial Institute in Columbus, Ohio has developed a "reduced work option," reports ISPP, whereby employees approaching retirement can elect a reduced work week of 50 percent, 60 percent, 75 percent or 80 percent to ease into

"Retirement itself will become redefined to mean leaving a particular job to accomplish some other type of work when we reach a certain age."

—Morrison

retirement. Polaroid Corporation offers a "retirement rehearsal period" allowing employees approaching retirement a three-month leave of absence, after which they may choose to retire permanently or return to their jobs.

Work patterns will no doubt change as the 21st century approaches. And never before will human resource planning be more critical.

MYTHS OF OLDER WORKERS

Despite the fact that the U.S. shows a net increase of 3,500 65 year-old persons every single day, myths and misconceptions about aging are still perpetuated by the Madison Avenue youth cult. Growing older, Americans are led to believe, means growing unhealthy, inactive, unproductive and financially unstable—ideas the National Association of Mature People (NAMP) argues couldn't be further from the truth.

The first step in coping with the maturing of America, according to NAMP, is to accept several realities:

- Age is not a creeping sickness. People don't die of old age. They

die of a specific disease.

- Innovative thinking does not diminish with age. A person's brain does not shrink or dry up with age.
- Today's mature people, age 55 and older, are the most vigorous, educated, influential and affluent group of mature people the world has known. They are healthier than ever before.

Richard E. Shepherd, NAMP executive director, recalls the following example of productivity in old age:

At age 70, Dr. Ben Dugger, a botanist, was forced to retire from the University of Wisconsin. He tried everything possible to prove his competency but failed to motivate the university to change its rules. The retirement speech still ringing in his ears, Dugger swallowed his pride and convinced a pharmaceutical company to hire him for independent research. He proved his point when at age 75, he succeeded in isolating a new antibiotic. He named it aureomycin, a drug that is used to treat more than 50 different illnesses. He went one step further and developed another drug, tetracycline, which is effective in treating typhus, pneumonia and a variety of staph infections.

"The trouble with examples of famous individuals," warns Shepherd, "is that they rarely convince anyone. People think, 'Well, this Dr. Dugger was an exceptional person to begin with.' And they're right. That's why the example proves my point."

"A dull and unimaginative person isn't going to obtain originality and genius simply by growing older," he explains. "And talented and creative persons who put their ideas to work at an early age will usually spend a lifetime perfecting and developing them. In other words, age has nothing to do with it."

Why then do so many employees seem to slow down as they grow older?

Raymond Wingard, vice president of human resources at the Kopper Company in Pittsburgh offers one explanation. He says older workers who

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are fearful of the future can lower productivity. Wingard observes that "the prospect of retirement carries with it a certain amount of trauma. People do a better job if relieved of that trauma." (Retirement ranks among the top ten most traumatic experiences of a lifetime, reports NAMP.)

Some older employees may also feel under pressure to leave their jobs to make room for younger workers. Because the prospect of starting all over again in a new organization is so frightening, they retire from work all together.

"Mandatory retirement at age 65 allowed employers to overlook diminished spirits and lowered production," notes Shepherd. "But with the mandatory retirement age moved up to 70 and possibly being totally abolished in the future, employees and managers will have to rethink their position on this subject."

Companies cannot afford to promote, in the words of Dr. Harold Sheppard, "industrial euthanasia" on older workers and "relegate them to subsidized volunteer opportunities" or "let the older worker do the job that nobody else wants."

"Something has to be done about this preretirement slow down," NAMP's Shepherd maintains. "And preparation is the key. The emphasis must be on making the employee aware of exactly what's involved in making the choice to retire early, retire completely at 65, or continuing to work."

A NEW BEGINNING

The concept of retirement has changed radically over the last few years. "People no longer think of retirement merely as an ending or a finish to a career, followed by a few years of well-earned leisure," writes William J. Morin of the consulting firm Drake Beam Morin, Inc. in the Spring 1984 issue of *Retirement Planning*. He cited a number of influences changing that stereotype:

- The longer life expectancy
- The trends toward both earlier and later retirement ages

- A greater awareness of the second career idea
- More interest in self-fulfillment, not merely leisure and security
- More awareness that enforced idleness is, for many people, very unhealthy or even fatal
- The prospect of continuing inflation, eating away at fixed retirement incomes

Retirement is a life transition, a new beginning, a foundation upon which persons can build new life options including part-time work, career changes,

Companies cannot afford to promote, in the words of Dr. Harold Sheppard, "industrial euthanasia" on older workers . . .

self-employment, continued education and increased leisure. This growing diversity in preferences for post-retirement activity requires attention from employee services managers and human resource planners through more comprehensive retirement planning programs.

In addition to providing information on pensions, Social Security, and insurance benefits, tomorrow's retirement preparation services will have to address phased retirement, health maintenance, housing, legal matters, second careers, training, leisure time and the psychological adjustment in retirement, according to Malcolm Morrison.

Surveys show that currently, most larger and medium-size firms do offer some type of retirement assistance to employees. However, the majority of smaller business and nonprofit organizations still do not provide such programs; hence, the majority of American workers today do not have access to preretirement counseling.

Fewer than 20 percent of organizations sponsor comprehensive retire-

ment planning programs for their employees. And between 15 and 20 percent of today's companies allow employees to 'rehearse for retirement' by providing gradual or phased retirement, leaves of absence or sabbaticals prior to retirement.

"The transition into retirement can be stressful, marred by anxiety and uncertainty," reported Abraham Monk, director of the Columbia University's Brookdale Institute on Aging and Adult Human Services at the "Aging Workforce" conference. "Or it can enable retirees to find meaningful opportunities for growth and even improve the quality of their lives. Much of it will depend on the extent of the conscious and systematic preparation that these prospective retirees have done in the years that precede their impending retirement."

Monk pointed to a number of problems with current retirement planning programs: most fear addressing psychological issues; most begin too late, when retirement is practically around the corner; few venture into the painful correlates of old age such as disability, widowhood and death; and they are too short to cover all the essential concerns.

What modern retirement preparation should do is assist employees in taking a personal inventory of their life and its satisfaction and accomplishments, notes consultant Morin. "Introspection helps identify what they want to do in the future and a psychological assessment helps in life planning," he points out.

After helping them form their plans, the program should then identify how they will be funded or financed. In most cases, this decision will determine whether the future will call for leisure or a second career. Finally, the program should encourage individuals to take a hard look at four key elements in their new life plan: the use of time, relationships, their own identity and their plan for good health.

Improved relations with older employees and an improved corporate image are among the benefits organizations can discover through retirement

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planning programs.

Added Abraham Monk: "Employers may eventually realize that such programs enhance workers' morale and may lead to higher productivity. Workers in turn, may ultimately find them to increase their life options. At the very end, advocates of preretirement programs will have to demonstrate that by designing new retirement life patterns, they can prevent or postpone many of the costly problems of old age. It is possible that then society will commit itself to steadfast sponsorship of pre-retirement programs."

POST-RETIREMENT CONNECTIONS

"Once a champion, always a champion," is the motto at Champion International Corporation. The theme rings true for any enlightened company that realizes the value of maintaining good relations with retirees. By offering former employees the opportunity to engage in employee programs, or by developing activities specifically for retirees, a company can cultivate a loyalty among its retirees, who are among the most effective public relations tools of any organization.

Perhaps the most valuable service an employee services manager can deliver to retirees is enabling them to find new purposes in life, new kinds of work.

"Without useful, constructive work to do," cautions Herbert R. Clark, professor of Extension at the University of Saskatchewan, "we are likely to feel useless and unwanted ourselves. Work provides status, self-esteem. It's like a stage on which we can prove ourselves and improve ourselves." To retire and be cut off from that source of psychological support and nourishment results in depression, says Clark.

Employee services and recreation managers can give retirees a sense of purpose by encouraging them to cultivate outside interests, hobbies and skills, which can form the basis for activities after they leave the workplace. Through non-job related educational programs and hobby clubs such as crafts, gardening or photography,

employees can identify the talents that can form the basis of a second career or simply provide them with constructive outlets in their leisure time.

For those retirees searching for recreational activities with their newfound leisure time, the employee services manager may consider developing softball, bowling or golf leagues specifically for them. Weekend bus tours and

Flexibility in employee services and recreation programming will . . . be paramount to accommodate the growing number of older workers.

day-long trips also prove popular among retirees.

To assist older individuals with health maintenance, companies may consider organizing fitness classes suited to their needs and abilities. Frequent hypertension screenings are also important for older individuals.

Leaving the workplace, for most, means leaving regular social contact with co-workers. One way to fill this void is through a retiree club, which keeps communication lines open between former co-workers and the company. Employee services managers report that these clubs are among the most popular and active at the company. Most elect officers, who guide the club through the year's activities that include monthly meetings with guest speakers, regular tours of local areas of interest, craft fairs, bingo events, social gatherings and more.

Companies and their surrounding communities have long found retirees to be a great source of volunteers. With more time on their hands, the retirees are able to donate their time, skills and energy to community causes and company projects. To tap into this gold mine, companies need to communicate with retirees regularly. This can be done ef-

fectively through the employee newsletter and invitations to company activities such as an open house, annual Christmas party or company picnic.

Human resources management will, predict experts, become much more important than in the past. With greater emphasis on the nation's productivity and stiffer foreign competition, the investment in the future that American business and industry will make will be employee-based—largely *older* employee-based.

"Failure to anticipate and plan for the possibility of an older workforce," warn Lois F. Copperman, Ph.D. and Frederick D. Reast, Ph.D., authors of *Adjusting to an Older Workforce*, "is likely to disrupt the best laid human resource plans.

"On the other hand," they contend, "beginning early to consider alternative career plans for employees, retraining obsolescent workers, developing plans for lateral transfers, instituting part-time work or phased retirement programs, and considering job modification programs will enable an employer to build flexibility into the structure of its jobs." Flexibility in employee services and recreation programming will also be paramount to accommodate the growing number of older workers.

"Such flexibility will enable an organization," the authors add, "to retain the skills of its older workers while providing promotional opportunities for other workers. Effective programs will likely satisfy the preferences of older workers for increased leisure time while providing employment opportunities."

What is required for a successful adjustment to an older workforce is a re-conceptualization of the aging process by business, industry, government, and more important, within society as a whole.

Proceedings from "Your Aging Workforce: The Next Twenty Five Years" may be obtained for \$12.50 from Retirement Advisors, 919 Third Avenue, New York, NY 10022.

THE RETIREMENT PLANNER

Retirement is a life transition that can be either painful or pleasant. It can bring with it stress and anxiety or it can usher in new opportunities for growth—all of which largely depends on the extent of preparation an employee undertakes prior to their impending retirement.

Opening employees' eyes to the reality of retirement and the possibilities after they leave their job are a fairly new breed of professionals: retirement planners. For some, like Clare Corbett, senior training representative for the Center for Training and Development at Harvard University, independent pre-retirement planning consultant and president of the International Society of Preretirement Planners in Westchester, Illinois, retirement planning is a full-time career. For others, like Irene Heavey, manager of employee benefits and services at Sperry Computer Systems in McLean, Virginia, retirement planning is one among many employee services offered to the Sperry workforce. Both retirement planners recently shared their philosophies on retirement with **EMPLOYEE SERVICES MANAGEMENT**.

However they approach the task of retirement planning, today's retirement planner is growing more important to companies whose workforce composition is dramatically changing as the baby boom generation nears retirement and society can no longer ignore its fastest growing minority: older workers.

ESM: Can retirement planning make a difference in the transition from work to non-work?

CORBETT: It certainly can. By planning ahead and rehearsing for retirement, employees can avoid pitfalls. Retirement planning can help by offering a variety of options, such as hobbies or second careers, after the employee leaves the workplace. Despite the fact that one third of our lives is leisure time, most of us haven't learned how to handle it and can greatly benefit from assistance.

HEAVEY: It not only can make a difference, it's essential to making a successful transition. In light of the present economy and the direction Social Security is taking, it's even more important for people to plan ahead for their future.

Any kind of planning—retirement, career or life design planning—allows people, young and old, to give their lives direction. Today, with the number of older workers increasing dramatically, it's easy to justify the need for retirement planning.

ESM: Because the choosing is more important than actually working



Clare Corbett

Senior training representative, Center for Training and Development, Harvard University; independent pre-retirement planning consultant; president, International Society of Preretirement Planners.

Once companies recognize that retirement is not an end but a beginning—a transition from one kind of life to another—then we can look forward to their assistance in even greater numbers.

or not working, how should companies assist employees in making the choice to either retire from work altogether or embark on a second career?

CORBETT: Companies can help employees make intelligent retirement decisions by offering a retirement planning program in which participants are guided and made aware of the things they should consider before retirement—particularly, how they'll substitute for work.

HEAVEY: In most cases, the choice is dictated by the employee's financial situation. So when a company can assist the employee early in his or her working life with financial planning, it can help the employee reach a sound decision regarding the future.

ESM: When should adults begin planning for their retirement?

CORBETT: People need to start thinking about retirement as soon as they start working. Demanding that, however, is unrealistic. Right after high school or college, employees are too busy feeling the power of their new income, buying all the things they've always wanted to buy. Finally, when all their children are finished with school, they begin thinking about retirement.

The earlier a person begins planning for retirement, the more that can be done in the way of planning a quality life with financial security. The appearance of IRAs on the market several years ago did a lot to promote early retirement planning. The promotional slogan, "Here's how to be a millionaire at 65 . . ." managed to catch the attention of young people in a way it had never been caught before.

HEAVEY: Beginning at age 35, employees should start making plans for their future. By 55, when most retirement programs reach employees, it's almost too late, particularly in terms of building a financial foundation.

ESM: An effective retirement plan-

ning program should meet the physical, psychological and financial needs of its participants. How can this best be accomplished? What is an effective program strategy?

CORBETT: There are many approaches to retirement planning. A more comprehensive program requires 12-30 hours of participation and addresses all the challenges of retirement—pensions, Social Security, basic financial planning, health maintenance, making or reviewing a will, estate planning and leisure planning.

When structuring the program, it's important to remember that adults learn better if they actually participate in discussions. To get such interaction between the lecturer and the audience, the class size should not exceed 30 people. So that spouses can participate, evening or Saturday classes should be considered. Finally, it's important to break the program up in several sessions to avoid information overload.

HEAVEY: The most effective retirement planning program addresses all the issues affecting the future retiree: the psychological adjustment (to new roles and relationships), financial planning and money management, time management, housing, legal affairs and estate planning, leisure planning and health maintenance.

A two and a half day session, or 20 hours worth of workshop, will gain preretirees' attention to get them moving on making future plans. If possible, the program should encourage the spouses' attendance, and address the needs of the single, older adult as many employees will find themselves in that situation later in life.

Because no one individual could be an expert in all of these areas, the retirement planner should obtain outside experts to address the various issues. An attorney can assist preretirees in legal matters and estate planning; a psychologist can explore the psychological adjustment; a recreation or leisure professional

can point out the new opportunities possible with extra time; and a health professional can outline a preventive health care strategy. All of the experts I use at my company donate their services free of charge.

ESM: What do you believe is the role of employee services and recreation in retirement planning?

CORBETT: Employee services and recreation programs can do a lot to improve the quality of life of older workers by offering opportunities for exercise, healthful activity and travel.

If an employee services manager can help workers establish a quality of life early, he or she gets employees accustomed to a pattern that will be maintained throughout life.

HEAVEY: Employee services is the web that interweaves services like retirement planning and employee assistance. The employee services and recreation manager can offer a tremendous service to employees by helping them cultivate hobbies throughout life and develop outside interests through non-job related education programs, both which can serve as a starting point for a second career. Employee services can make all of life's transitions easier.

ESM: Can a retiree club fulfill an employee's need for social contact after they leave the workplace?

CORBETT: In companies where a retiree club exists, it's among the most popular organizations. The club effectively meets a social need for those people who want to maintain a close association with their company and former co-workers.

HEAVEY: A retiree club is an excellent vehicle to maintain the established rapport among employees. It's also a great resource for volunteers whose expertise can be a great benefit to the company and the community.

ESM: How does career or life design planning for all employees relate

to retirement planning?

CORBETT: We used to believe life could be organized in three boxes: the first being education from ages 1-20; the second, work, from ages 21-65, and the third, retirement, after 65. In the past, we thought these three boxes didn't intermingle. Now, we view life along a continuum, where education is possible in all three boxes, where work may start before 21 and extend beyond 65, and retirement can occur well before or after the age of 65.

If done right, career and retirement planning would be life planning and such planning would make a quality of work life possible. People today have so many options; good planning is crucial.

However, while retirement planning is important for everyone, career planning is not for every worker. Not everyone looks at their job as a career, but simply as a means of gaining a paycheck.

HEAVEY: We have two things happening today that call attention to the need for life design planning: high stress resulting in job burnout, and crisis retirement, where early retirement programs put people out of the workforce without extensive planning. When planning begins early in life, people can avoid these crises.

ESM: Can the education of younger managers, supervisors and co-workers regarding the needs of older workers bridge the apparent communication gap?

CORBETT: It's often difficult for a young supervisor to know how to best deal with an older worker. What is important is for managers, supervisors and co-workers to recognize that people age differently and older worker stereotypes should be eliminated. Of course, older workers themselves are guilty of perpetuating the stereotype when they insist their forgetfulness is because 'they're getting old.' All of us need to look around and notice people like our President and Pope who prove that just be-



Irene Heavey

Manager of employee benefits and services, Sperry Computer Systems; vice president, membership development, National Employee Services and Recreation Association.

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“ “

What is important is for managers, supervisors and co- workers to recognize that people age differently and older worker stereotypes should be eliminated.

—Clare Corbett

” ”

cause older people may be physically different, they still can retain their usefulness and should not be denied exposure to new opportunities.

HEAVEY: There's a definite need to educate managers on the value of older worker's experience, which is often overlooked as it isn't a measurable statistic.

ESM: Can retraining programs keep productive, older workers active members of the workforce?

CORBETT: Things move so fast in our world today, retraining programs are useful to help all workers keep up with business' quick pace. If we can offer retraining opportunities to older workers to keep them from becoming obsolete, we can look

forward to a more productive workforce.

HEAVEY: Retraining programs are advantageous to the company and its employees. Techniques are changing even more rapidly today. People must adapt to a new state-of-the-art constantly to keep productive.

ESM: What kind of post-retirement programs are edging on the horizon?

CORBETT: Job sharing for retirees or re-hiring them for special projects are wonderful ways for a company to make use of the valuable experience of an older worker. Gradual retirement is an excellent way to ease the transition into retirement by allowing workers to get used to having more unstructured time while still maintaining a relationship with work.

HEAVEY: We've begun to see out-placement services for retirees, which are a very humane gesture by companies toward the people who have served them for so long. Rehiring employees for special projects is another growing trend that makes sense. When a company can tap into the skills of someone who is already familiar with the procedures and structure of the organization, it saves the company valuable time and training dollars.

We've also started to see part-time work and job-sharing emerging. Unfortunately, job-sharing is getting more lip service than practice today, though it is a logical thing to do. However, as it grows more common among new mothers, it should filter into the retiree area.

The greatest challenge in any post-retirement program is keeping communication lines open with the retirees, which is difficult because they are a very mobile group.

ESM: Do you foresee more companies engaging in retirement planning in the future?

CORBETT: The need is very definitely there. Retirement planning is a humanistic approach to helping

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Because of the aging population, retirement planning will soon become the norm, rather than the exception, for all companies concerned about their own productivity.

—Irene Heavey

” ”

older workers. And the trend isn't limited to the U.S. Europe, Japan and Australia are also making great strides in the area of retirement.

Once companies recognize that retirement is not an end but a beginning—a transition from one kind of life to another—then we can look forward to their assistance in even greater numbers.

HEAVEY: Because of the aging population, retirement planning will soon become the norm, rather than the exception, for all companies concerned about their own productivity. 

For more information about retirement planning, contact the International Society of Pre-Retirement Planners, 2400 S. Downing Ave., Westchester, IL 60153 or (312) 562-8130.

Exploring the Discount Services Market

Part I

by Charles Bashian, NESRA Marketing Manager

Editor's Note—This article is the first of a two-part series, "Exploring the Discount Services Market," which looks at discount programs available to members of the National Employee Services and Recreation Association.

Discount programs have quickly become a part of the total employee services package most companies offer their employees. This package includes discounts on travel, entertainment and theme parks, among others.

To determine the scope of discount programs available to members of the National Employee Services and Recreation Association (NESRA) and to study changes and trends in discounting, *EMPLOYEE SERVICES MANAGEMENT* surveyed NESRA's Associate members. These findings will be reported in a two-part series beginning in this issue and concluding in the August.

In addition to requesting information about the product or service offered at a discount to the employees of NESRA member firms, the survey asked the Associates how their program is marketed and their views on the future of discount marketing.

The accompanying side bar reveals the wide range of products and services NESRA Associates offer the employee services market. Interestingly, about half of these are available to NESRA members only. And in almost the same numbers, discounts can be used as a fund raiser by NESRA members.

In the concluding article next month, we will report on the future of discount services, highlighting new products or services that will be added to discount offers by our survey respondents. Finally, we'll pass along the Associates' many suggestions and advice on how discount offers should be evaluated and promoted within the workplace.

Company: Products/Service	Discount Exclusive to NESRA Market	Fund-Raising Opportunity
ACTION PACKETS stocks over 3000 products shown in their catalog. Sells at wholesale, not a discount off retail.	•	•
BRUNSWICK RECREATION offers free bowling parties on a local or national basis.	•	•
BLACK & DECKER merchandise can be purchased at wholesale for company stores or as prize items.		
CROWN FAIR discounts men's and women's fashion casual outerwear and sportswear.	•	•
CIRCUS WORLD'S Ringmaster Club Card entitles holders to discounts on admission and merchandise.		
DISNEY'S MAGIC KINGDOM membership provides discounts on Disney products and services including travel programs.		
DARIEN LAKE RESORT offers discounts to regional NESRA chapters.		
DAYS INN provides coupon booklets good for special discounts at most of 320 locations.	•	
ENTERTAINMENT '85® /SAVING SPACE '85® coupon books are good for two-for-one savings on dining, theatre, sports events, and more.		•
EMPLOYEE TRAVEL PLANNERS offers individual travel at group rates on vacation travel to Bermuda, cruises and air/hotel.	•	•
ENCYCLOPAEDIA BRITANICA may be purchased through Group Discount Insert Program.		•

Company: Products/Service	Discount Exclusive to NESRA Market	Fund-Raising Opportunity
FAIR LANES company-league bowlers obtain discounts on awards, supplies, services, and special events.		•
FLAGHOUSE, INC. 's bidding process allows NESRA members to order any of 3000 items from catalog at the best price.		•
FLORIDA'S SILVER SPRINGS, WILD WATERS, AND WEEKI WACHEE, BUCCANEER BAY, and HOLIDAY INN WEEKI WACHEE discounts on hotel and attractions.		
INDIANHEAD MOUNTAIN RESORT offers discounts on lift tickets.		
INTERNATIONAL WEEKENDS discounts travel packages through a personalized brochure.		•
JAYFRO CORP. 's 1000 athletic/sports items are available at special discount prices.		•
LIFELINE® exercise equipment, portable gym, sit-up bar, digital and other jump ropes are available at a discount.		•
WM. MacKENZIE CO. sells business and casual wear exclusively to employees through NESRA and other associations.		•
NEW ENGLAND ART PUBLISHERS provides discounts on personalized Christmas cards.		•
PANDA AMERICA NUMISMATICS offers "insider prices" and buy/sell market quotes to NESRA members on precious metals, coins, ingots, and U.S. gold coins.		•
RADIO CITY MUSIC HALL CELEBRITY CLUB members receive discounts on stage show tickets, backstage tours and advance notice of major concerts.		
SWERSEY'S CHOCOLATES sells chocolates and novelty items at wholesale prices during the gift-giving holidays.		•
STOUFFER HOTELS has a corporate-wide dollars-off program for NESRA members.		•
SOUTH STREET SEAPORT MUSEUM offers a Seaport weekend package, including admission to Seaport's attractions.		
SHERATON TUSCON EL CONQUISTADOR discounts its rate for the summer, plus a fruit basket in each room.		•
TRAVERSE COMPANY offers dollars off any group ski package, except for fall and spring skiing.		•
UNITED PHOTO SERVICE discounts photo-finishing and film supplies. Offers process program available to firms regardless of size and location.		•
WESTIN HOTELS' NESRA benefit packages at its hotels in Canada, Mexico and the United States are discounted from retail rates offered to the general public.		•
WHOLE EARTH RAFTING discounts one to six day rafting trips in the New, Gruley, and Meadow Rivers tailor-made to need.		•

The Corporate Open House

Opening the Door to Teamwork and Participation

by June E. Cramer, editorial assistant

Anne Johnson just landed a new job in a rapidly expanding, high-tech firm. Her newfound enthusiasm is evidenced by the long hours she regularly logs in. Anne's dedication to her company, however, is not shared by her husband Bob, who feels threatened by her new commitment.

Bob, on the other hand, is constantly telling Anne how wonderful Ron, his sales supervisor is. Bob and Ron often play racquetball together after work while Anne pours over her business reports. Anne's jealousy over her husband's relationship with his boss only draws her back to her own work.

Meanwhile, Ron and other district sales managers are growing disgruntled over top management's lack of communication. Word has it the company plans to debut a national corporate image advertising campaign in September, but middle managers have yet to be informed of this new marketing strategy or how they could utilize it in their own sales region.

Until recently, these were typical situations in many American homes and corporations. An employee would work eight hours a day, five days a week for many years without understanding overall company operations beyond his or her own department. Worse yet, the

employee's family would also feel excluded because they did not understand what their parent or spouse did at work.

By opening its doors to employees and their families, the company is actually opening the door to increased employee and family participation, greater employee pride in the workplace and better company-employee relations.

With work comprising nearly one third of a person's waking hours and two-income households continually on the rise, job satisfaction and employee and family involvement in the company are not only desired—they are essential.

Today, more companies are realizing that employees and their families want to be informed on company projects and facilities. One way organizations are satisfying these needs is by offering a corporate open house. By opening its doors to employees and their families, the company is actually opening the door to increased employee and family participation, greater employee pride in the workplace and better company-employee relations.

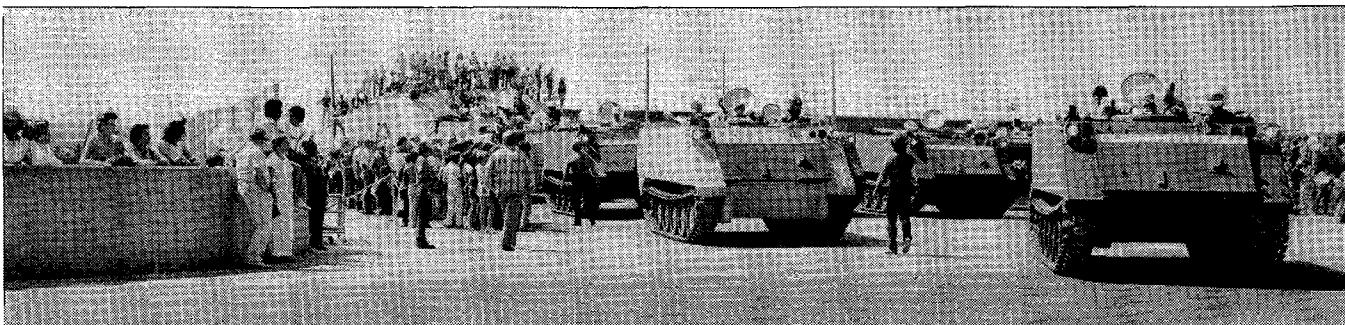
Seventy-four percent of U.S. companies hold open houses according to a recent Administrative Management Society (AMS) survey; 81 percent of large firms do so. Ranging from a short office tour on a small budget to a complete three-mile tour of all company facilities, corporate open houses are increasingly being utilized as a public relations tool.

Unwritten company benefits from open houses include increased publicity and community awareness. Many corporations hold a VIP tour before the actual event begins for government dignitaries and community leaders.

By showing that it takes care of its employees, an open house can also attract potential employees.

"Money doesn't always motivate workers," Glenn Westover, manager of employee benefits and services at Babcock & Wilcox, pointed out. Taking the time to let employees and their families view actual working sites and operations "makes their jobs easier and increases morale," he said.

Like any company-sponsored program, an open house must be tailored to the needs and conditions of each particular company and its employees. Today's corporate open houses are as diverse as the organizations that host them.



More than 26,000 FMC employees, retirees and their families attended the company's open house last year where the U.S. Military demonstrated combat procedures on FMC vehicles, which attendees were also permitted to ride.

Open House



More than a year of planning went into the FMC open house.

EMPHASIS ON THE FAMILY

Employees, retirees and their families of Babcock & Wilcox, an Ohio power manufacturing firm, anxiously await the company's open house as the entire day is dedicated to them.

"We're not afraid to have a whole day just for employees and their families," said Westover. "We try to let families know where employees work and what they do. When a man comes to Babcock & Wilcox every day for 40 years to work for the company, his wife ought to know what he does."

An open house is offered every four to five years at Babcock & Wilcox and takes the place of the company picnic that year.

Last summer the all-day, company-funded event was held on a Saturday and attracted more than 4,600 participants. As soon as the workers and their families arrived, they were greeted by a committee of fellow employees and managers. They then either departed on a three-mile routed tour or visited an employee's own work station if it was not part of the established route. Volunteers from all departments served as both route monitors, instructing people where to go, and as in-shop monitors, standing by specific machines and explaining how they function.

After visiting the many facilities, guests were invited to join in social activities under the circus tent rented

by Babcock & Wilcox. To capture the spirit of the day, volunteers from the photography committee snapped pictures of each employee and his or her family. Fellow employees served up hotdogs, popcorn, ice cream and soda. Workers, retirees and their families spent the whole day in the tent, meeting and talking with managers, fellow employees and old friends.

Special attractions at the Babcock & Wilcox open house included computer and robot demonstrations and a consumer product area in the tent which featured photos and models of various equipment.

When the day was over, lucky door-prize winners went home with stereos, bicycles and CB's, and all came away with t-shirts, visors and a greater sense of belonging to the family at Babcock & Wilcox.

A CHANCE TO PARTICIPATE

Increased employee participation is the outcome of the FMC open house.

Because of the nature of the work at the Ordnance Division of FMC Corporation, which produces armed fighting personnel carriers for the government, it is a closed security plant. So when FMC opened up all factory areas last September for employees to see how the vehicles were built, workers flocked to the open house.

"They loved it!" stressed Joan Justi,

director of employee activities at the San Jose division. "It was a real treat."

More than 26,000 employees, retirees and members of their families attended the all-day event, which is held every five years. Off-site facilities were open from 9 to 11 in the morning and the main plant from 11 to 5. The open house is FMC-sponsored so there is no cost to employees.

"Planning the open house at FMC is a huge undertaking," Justi contended. "It took us over a year to set it up." A core committee of approximately forty-five members from the various departments was formed, from which subcommittees, composed of volunteers, were created to handle specific duties.

In addition to self-guided tours, the open house featured a multitude of attractions and demonstrations. Trolley cars were rented to shuttle visitors up and back between the facilities. There was continuous entertainment throughout the day at a main stage area, including eight different bands representing eras from the 20's to the Big Band sound to disco, dancers and a high school marching band. More than two dozen movies and video presentations were shown throughout the various facilities. One whole building was used to display equipment from FMC divisions all over the world so that employees could see the scope of the company's operations.

Even the U.S. Military got involved. The Army and Marines gave live demonstrations of actual combat procedures using FMC vehicles while the Navy put on a water show with FMC's underwater vehicle, the P-7.

The highlight of the day, however, was the opportunity to actually take a ride on one of the vehicles on the company's test track. Children of all ages were quite impressed.

"I've been here for over 40 years, and this is the first time I've been in one of the vehicles," commented Mike Giammona, a foreman at FMC.

"The most gratifying aspect of the open house is to see the employees come out and work and get involved," Justi noted. Our open house promotes em-

ployee and employee-family involvement and shows them that the company cares about them."

CELEBRATING WITH THE COMPANY

Special accomplishments are times to be celebrated, and one of the ways a company can share a recent achievement or landmark with its employees is through a company-wide open house.

At the Warsaw, Indiana manufacturing division of R.R. Donnelley & Sons, the world's largest printer, a recent three-day open house was held as part of a series of events celebrating the division's 25th anniversary.

The theme of the Donnelley open house was "Donnelley's on the Roll" and featured tours of most plant facilities while in operation.

The tour brochure was actually printed at the company. "All employees contributed to the actual formation of this tour booklet, which really gave it a lot more meaning than if somebody else did it," noted Betty Atchison, activities director at Donnelley.

"Every employee pitched in and helped," Atchison emphasized. "They all were involved on the committees and helped plan everything."

In addition to the opportunity to view plant operations, several displays of the types of plants and products which the many Donnelley divisions across the U.S. and the United Kingdom utilize were prepared. While an employee in Warsaw, Indiana may know the national magazines and catalogs that Donnelley prints, they might not know what other divisions are doing. The company's history was featured as well with information set up in the new Activities Center.

"For the company, an open house is just a good public relations tool," Atchison said. "It lets the employees know how much management cares about them."

"For the employees, an open house offers a spirit of belonging," she asserted. "It's their day to show off their company to family and friends while learning more about the corporation

themselves.

EXPOSURE FOR SERVICES

An open house can make employees aware of the particular services and facilities that an employee association or employee services department has to offer.

Such was the case with the Foreign



A three-mile tour guided Babcock & Wilson employees and their families to company facilities.

Affairs Recreation Association's open house. FARA, which is located in the State Department Building in Washington D.C., serves its members through special events, physical fitness facilities and activities, a travel office, housing operation and retail stores.

Many who worked in the building, however, were not FARA members or were unfamiliar with the services it had to offer. To help remedy this situation, Bobbie Otto, general manager of FARA, came up with the idea of holding an open house to increase FARA's exposure within the building.

"The main idea of the open house was to try to acquaint people in the building with what we do," Otto stated.

The FARA open house was hosted on a May afternoon in the cafeteria courtyard of the building. It was held from 11:30 a.m. to 2:00 p.m. so that employees could stop by and browse during their lunch hour.

Each of FARA's five departments were represented at the event. The travel department had an information booth with travel brochures and general information; the merchandising department displayed goods from its stores. Membership cards and brochures were available at all tables.

The highlight of the afternoon, however, was the recreation department's program which included a yoga demonstration, several women from FARA's exercise classes giving fitness and aerobics demonstrations, and entertainment provided by a musician's workshop.

"I think any time you have the combination of a beautiful, warm sunny day in May and some kind of show or entertainment, the response is good," commented Otto.

ORGANIZING AN OPEN HOUSE

Like any successful event, a corporate open house requires careful planning and preparation. Organization should begin at least six months in advance when scheduling the open house to encourage the greatest number of employees to attend. Depending on the estimated number of visitors, more than one day may need to be set aside. Warm weather is also important; a rain date should be set should Mother Nature refuse to cooperate.

The most interesting and educational tour route which requires the least amount of walking should be devised—tours can be guided or a book-

Open House

let/map can be provided so visitors can explore the work site on their own. Buses or shuttles may be needed to transport families from one facility to the next. At Babcock & Wilcox, golf carts are rented to pick up those who cannot make it through the whole tour. If the company will not be involved in actual operations on the open house day, volunteer workers should be stationed at the various machinery to demonstrate their function and operation.

By examining the major objective of the open house, the event can be planned more effectively. Does management want to introduce employees and their families to a new product, share a recent accomplishment, allow workers to participate in company facilities in a way previously not possible? Or do they simply want to provide employees with an enjoyable day that shows the company cares about its workers?

To convey management's message, the open house could be centered around

a theme, and activities promoted through special presentations or displays, entertainment, decorations and refreshments.

When it comes to publicity, there is no such thing as too much. Adequate promotion ensures a successful day. At FMC Corporation, advertising begins with the event printed on the company's yearly calendar, continues with stuffers in employee paychecks and ads in the company newspaper, and culminates in a four page feature in the company publication. Other devices that could be employed include posters, flyers, personal invitations and articles in local newspapers.

Perhaps the best insurance of a well-attended event is by involving as many employees as possible and allowing them to act as public relations representatives through word of mouth.

SAFETY AND SECURITY PRECAUTIONS

"Safety can never be stressed enough simply because most manufacturing plants utilize equipment which is very heavy and dangerous," emphasized Donnelley's Atchison.

"Safety also means that if you have an accident, you are prepared to get that person to medical facilities," B&W's Westover stressed.

Because many companies involve high-tech or top-secret government products, security is another factor which cannot be overlooked. Intruders or competitors can be discouraged through a registration table and name tags, and high security areas should be roped off.

Other safety and security precautions to be taken include:

- Roping off dangerous areas and/or putting footprints on the tour route so visitors, especially children, will not stray;
- Posting NO SMOKING signs in flammable areas;
- Supervising all machinery;
- Locating sufficient parking, washroom and telephone facilities;
- Supplying ample means of communication in case of an emergency, such as phones or walkie-talkies; and

- Keeping police, paramedics and ambulances on the premises.

KEYS TO SUCCESS

To employee services managers who are usually designated the job of organizing the open house, Westover of Babcock & Wilcox recommends obtaining experts, such as members of the company's security staff, to help out.

"Don't try and do it yourself," he maintained. "Get as many employees involved as possible so that they feel it's their open house." Try to get volunteers from all departments and all job levels—rather than a small committee of managers—so that the whole company can participate and experience the enthusiasm, he recommended.

Another important key to a successful open house is to appeal to a cross section of a company's population. "The main thing is to try and offer something for everyone," Bobbie Otto of FARA discovered.

Finally, be prepared for anything. "It's unbelievable how many details you have to think about and plan for," Donnelley's Atchison said. "You have to anticipate whatever could go wrong so that you're ready for absolutely any situation that might be encountered."

Besides gaining a few gray hairs in the process of organizing a company open house, employee services managers conclude that their effort is well-rewarded. The worker and family participation, manager-employee teamwork and increased pride in the company that result when showing off the company site bring the much-needed human element back into the workplace.

MOVING SOON?

Please let us know nine weeks before you move what your new address will be. Be sure to supply us with both your old and new address, including the address label from your current issue.

ATTACH ADDRESS LABEL HERE

My new address will be:

NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

Mail to:

National Employee Services
and Recreation Association
2400 S. Downing
Westchester, Illinois 60153

PROGRAM SPOTLIGHT

Beginnings: Champion International's Retirement Club

“Once a champion, always a champion” is the motto at Champion International Corporation. These are not idle words at the St. Paul-based paper and packaging company, however. Through the Champion Paper Mate Retirement Club, the company demonstrates to employees they are not forgotten the day they retire, but remain a vital part of the organization and a key to making the company a winner.

“Retirees are very much a part of us,” says Marie Possis, employee services coordinator and club founder. “Once you become a Champion you never have to leave,” she explains, “because you’re still a Champion even after retirement.”

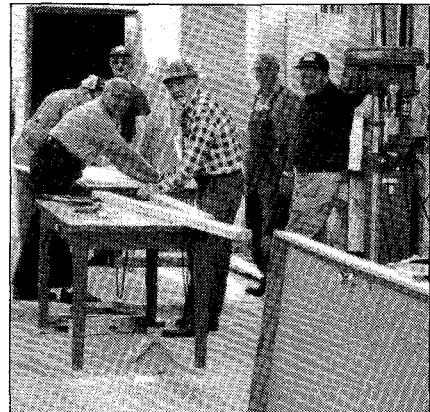
Indeed, retirement from Champion International is just a stepping stone to new and exciting involvements within the company. Even before employees make the transition from work to retirement, they are taken to the club’s

center to get a glimpse of retiree life during one of the pre-retirement sessions at Champion. Upon retirement, Possis takes each employee’s picture for the company paper, where retirees are congratulated and formally thanked for their service. They are immediately sent a letter explaining the club and its activities and personally invited to join.

And join they do. The club has become so well known and popular that “the minute they retire, they join right away,” according to Tom Phillipi, six-year club president.

Typical of the paper industry, Champion is characterized by seven day work weeks and swing shifts. Possis became interested in assisting those who had worked hard for the company with their transition to retirement while at a pension seminar.

“There was this great, big man ready to retire, and he brought in his little, bitty wife,” she recalls. “The minute the wife started in she said, ‘I don’t



Woodcrafting skills are finely tuned in the Paper Mates Retirement Club.

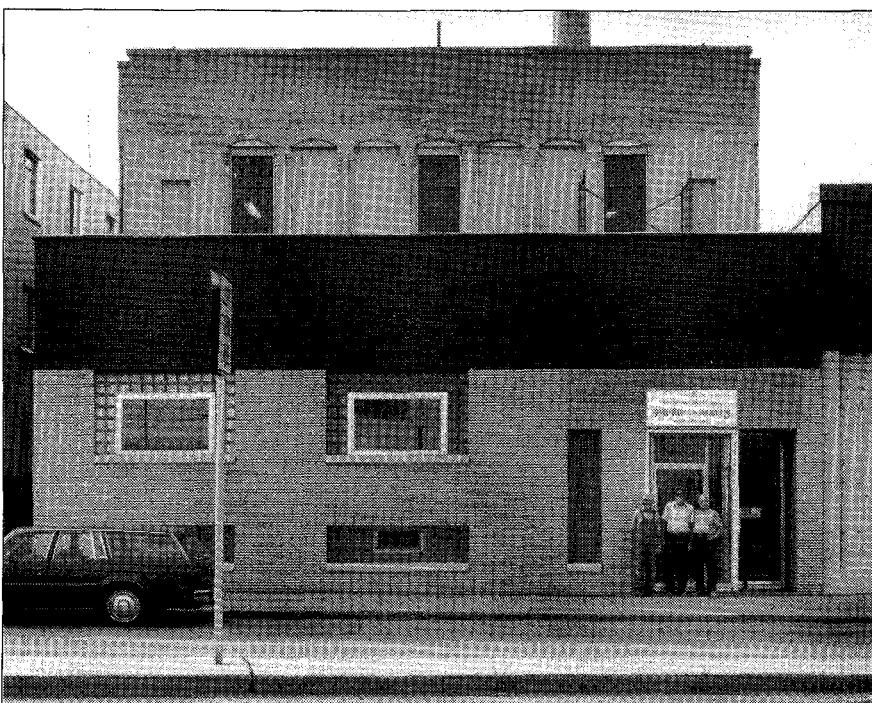
know what I’m going to do with this man under my feet all the time. I’m not used to it.’ I watched his shoulders slump and that was really the beginning of it, thinking about what we could do.”

CLUB DEVELOPMENT

Possis immediately sent out a survey to recent retirees and pre-retirees to determine if interest in a retiree club existed. She invited all who wanted to take an active role in the group to a meeting. Two large tables of eager retirees showed up at that first gathering.

Established in 1975, a contest gave the group a name, the “Paper Mates.” From this beginning, the club has grown to its current membership of 280.

The group gained top management support “little by little,” according to Possis. Its first home was not on company premises but at a neighboring community center, which quickly became too small for the flourishing club. The retirees then approached management, asking for space and help. Management responded by letting the group use a company building which had formerly housed the Purchasing Department, with the agreement that the Paper Mates would pay for the majority



Champion retirees completely renovated a company building to make a permanent home for the Champion Paper Mates Retirement Club.

PROGRAM SPOTLIGHT

of remodeling, insurance and maintenance expenses.

The retirees did most of the renovating work on the club center themselves. With the help and supervision of the Champion Maintenance Department, they gutted the building, put in a new ceiling and carpeting, painted and removed wall divisions to establish a large meeting area on the first floor.

Today, the completed center, the Champion Paper Mate Retirement Club, includes a kitchen with two sinks and cooking facilities on the lower level, and a workshop area upstairs.

With their new center, "everything is possible," Possis points out. Moreover, she feels that by working on the center themselves, the retirees consider it a real home. "If they find ways to pay for the things they want," Possis maintains, "it makes them more self-sufficient."

ACTIVITIES AND FUNCTIONS

The center is open three days a week, for members to gather and work on crafts or simply socialize. Official meetings take place at the center the second Thursday of every month and begin with a nurse's hypertension clinic, which is usually followed by a keynote

speaker.

Education is an important function of the club; experts are brought in to give informative talks for the retirees on concepts such as financial planning, health care or new retirement benefits in the Twin Cities area. The club has begun branching out into new areas of knowledge, learning new crafts or skills such as CPR. After the lecture, the meeting continues with club business and announcements, and then members share a catered meal. Once the meeting is over, the Paper Mates may go on an outing, play cards or bingo, or just socialize.

The major reason for the club's success is that the retirees enjoy each other's company. "Our people are very content in just plain being together," Possis notes. Spouses of retirees are also encouraged to join the club.

Unlike some city centers, the Champion Paper Mate Retirement Club starts with an already-established bond among members. "It's people you've worked with all the time so you know them—it's not a bunch of strangers," Phillipi explains. "It's a friendship thing."

Besides providing fellowship among members, the club also offers retirees something to do in their newly-acquired leisure time. The club engages in a wide range of activities including

picnics, dinners, dances, bowling, birthday celebrations, Christmas parties and theater outings. The club has also sponsored many trips, traveling to both the East and West coasts, the Ozarks, Canada and Tennessee. Weekend bus trips to local places of interest are another favorite among members.

Membership to the Champion International Paper Mate Retirement Club entitles a retiree to the club's monthly newsletter and the company paper, among other club benefits. This enables retirees who have relocated to keep abreast of Champion International's happenings. They also can schedule visits to the Twin Cities area that coincide with special club events.

In addition to its many leisure and recreational activities, the club volunteers its services for community work. Retirees have organized a "Sunshine Committee," whose members visit those who are ill, both in the hospital or at home. By bringing along plants and smiles to the sick, they help speed the recovery process. Other volunteer activities include collecting contributions for the Emergency Food Shelf at a local community center and helping out with Champion International's own United Way activities.

Because the company provides only minimal maintenance for the club, the retirees pull together to earn money for their expenses. Although a five dollar yearly membership fee is charged per person, the majority of the club's nearly \$9000 annual budget results from sales at their biannual craft shows, featuring member talent. Among the most popular crafts are hand-made rocking horses, coat racks, birdhouses, cribbage boards, woven quilts, Christmas decorations, cloth-stuffed dolls and crochet work. The retirees have also recently gathered their favorite recipes in the Champion Paper Mates Cookbook.

And if the club's own multitude of activities is not enough to keep the retirees busy, the members are invited to all company functions as well. Champion International makes a great effort to include the retirees so that they feel they are still an important part of the organization.



Education is an important function of the Paper Mates Club.

PROGRAM SPOTLIGHT

CORPORATE BENEFITS

"Mutually beneficial" aptly describes the company's retiree club. Although organized to benefit retirees by providing them with leisure activities, the club also benefits the company as both a source of volunteers for programming and a labor supply. "We work together," Possis emphasizes.

The retirees often serve as company tour guides, and have assisted with meal functions and the initial organization of the company's credit union. They also take on part-time jobs when the company requires extra help. Some work as part-time cashiers in the cafeteria; others serve as bookkeepers during a busy season. All retirees are hired through a temporary employment agency so their pension is not affected.

The retiree club offers much more than just tangible benefits, however. "There's an awful lot of good will generated from them," Possis explains.

Because retirement clubs demonstrate a company's concern for its retirees, they also give present employees a sense of security while improving management-employee relations and boosting company pride. "We feel that the company is wonderful and they do so much for us," contends club member Martha McMaster.

With the average age of the workforce growing higher, the older worker is becoming more important to the company. Experts predict company benefits to older workers and retirees may soon become a necessity. "What I'm learning from the demographics is that we'll need our older workers to stay working as long as possible," states Possis. Retiree clubs and other such activities for older workers are no longer merely fringe benefits; they are good business sense.

Any formula for a retiree club's success involves gearing the club's major activities to the population of the corporation, according to Possis. Most importantly, she notes, only the retirees themselves can make the club work. The employee services manager's role is to aid the people in getting started,

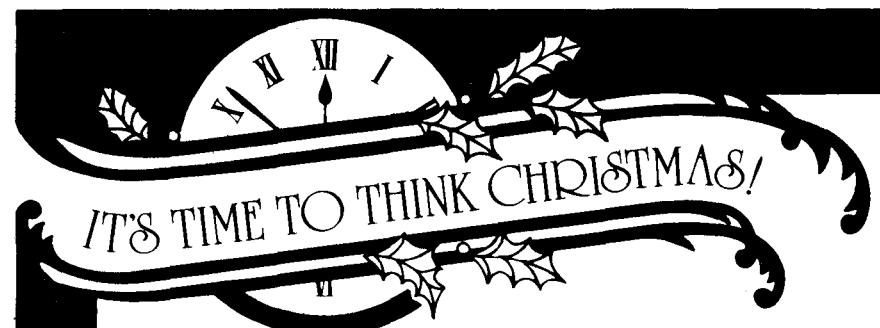
but then let them take it from there.

"I watch out for them and act as a liaison between the company and club," Possis explains. Elected Paper Mates officials administer the club, and various committees are formed so everyone has the opportunity to contribute.

The consensus at Champion International reveals that the Paper Mates

Retirement Club is a real winner, giving retirees a sense of purpose and the company a source of public relations representatives.

Those people who have worked hard for so many years have contributed to the success of Champion International. Says Possis, "A retiree club is our way of showing our appreciation."



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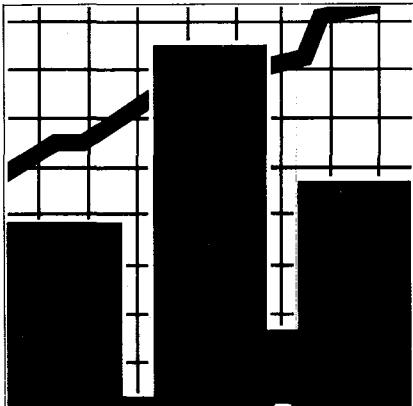
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Employee Benefits Change with Inflation, Tax Laws

Salaried employees of major U.S. companies have seen dramatic changes in their benefit packages since 1979, largely due to inflation and tax law modifications, reports Hewitt Associates.

A survey conducted by the management consulting firm, headquartered in Lincolnshire, Illinois, cites several significant trends among 250 of the nation's largest employers from 1979 to early 1983: an increase in capital accumulation plans with the tax effective salary reduction opportunity under Section 401(k) of the Internal Revenue Code for employees; an increase in the number of employee stock ownership plans; and a sudden drop in "first dol-



lar" medical benefits.

By early 1983, 43 percent of surveyed companies allowed 401(k) salary reduction plans, compared with fewer than two percent in 1982. The plans permit employees to contribute a portion of their salaries to savings/thrift or profit-sharing plans before taxes are taken out. Taxes on these contributions are deferred until retirement.

Forty-three percent of the companies surveyed created employee stock ownership plans or PAYSOPS. Companies benefit from the plans by receiving a tax credit for buying stock at a cost of up to 0.5 percent of payroll.

In recent years, employees have also witnessed a significant increase in the use of front-end deductibles for medical expenses. As recently as 1982, only 17 percent of plans required employees to pay initial costs; by early 1983, this increased to 32 percent of plans. The biggest movement, says Hewitt, has been to deductibles of \$150 per year.

Hewitt noted there is continued movement towards shaping benefit plans to better meet employee needs and corporate objectives. There has also been increased recognition of bonuses in the definition of pay for pension plans, particularly in providing executives with pension benefits more closely related to their earnings history. Similarly,

companies are more often basing employee contributions for group life insurance on age, thus providing more equitable employer subsidies for all employees.

As might be expected over a period of high inflation and salary increases, Hewitt found the dollar maximums for long-term disability benefits up significantly. By 1983, 67 percent of plans had a monthly maximum over \$4,000 (compared to 41 percent in 1979) and 39 percent of plans set no dollar maximum (compared to the 1979 figure of 29 percent).

Regarding medical coverage, employee choice increased in 1983. Although the percentages are small, there is movement toward providing employees a choice among two or more medical plans. Employees are also sharing more hospital costs with the percentage of plans providing 100 percent reimbursement for hospital room and board, down from 89 percent in 1979 to 75 percent in 1983.

More dental plans exist in larger U.S. companies. Prevalence grew from 70 percent of companies in 1979 to 92 percent in 1983, reports Hewitt. The percentage of plans covering orthodontia also grew, from 75 percent to 86 percent over the period.

Finally, surveyed companies revealed continuing liberalization of vacation schedules and number of paid holidays. The percentage of companies providing employees with four weeks or more of vacation after ten years of service grew from 22 percent in 1979 to 26 percent in 1983. The percentage of companies providing at least five weeks of vacation after 20 years grew from 38 percent in 1979 to 46 percent in 1983. Similarly, the percentage of companies providing employees with 11 or more holidays, for example, grew from 48 percent in 1979 to 54 percent in 1983.

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Wellness in Corporate Recreation

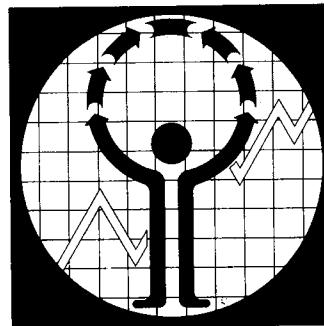
by Kenneth E. Mobily, Ph.D.

Corporate recreation, as a concept and a profession, has been steadily gaining in popularity. A recent estimate placed the number of employee recreation/fitness programs at around 50,000.¹ The numbers testify to both the viability of corporate recreation and the interest in such programs.

The field of recreation is not, however, immune to the effects of change. Recent changes in political and social priorities have resulted in budget cuts for recreation programs. Increased public attention on personal fitness has altered the emphasis recreation places on fitness activities. Perhaps the most influential change, however, has occurred very gradually, over the course of the last hundred years. The shift in mortality and morbidity statistics since 1900 may well be the most important change with regard to corporate recreation.

Hidden in the lengthened life expectancy of western culture is a disturbing trend. Within the last several decades, the most lethal diseases include heart disease, stroke and cancer. A comparison of the leading causes of death in 1900 and 1976 reveals a marked shift away from contagious diseases toward what are generically referred to as hypokinetic diseases or diseases of lifestyle.²

Reviewing the risk factors associated with heart disease, for example, makes the link between lifestyle and pathology abundantly clear. High fat and sugar diets, overeating and obesity, smoking, lack of exercise, hypertension, stress and tension are among the leading factors contributing to heart disease. All of these factors are salient features of contemporary American culture. The major difference between hypokinetic afflictions and the contagious diseases of the turn of the century is the relative success with which traditional medicine can deal with each



illness category.

The treatment model used to address tuberculosis, for example, is curative medicine. The general format was, and still is, manifestation of symptoms, diagnosis and treatment. Without question, the curative model has been well suited to the pathologies that have plagued mankind for centuries. Because

A comparison of the leading causes of death in 1900 and 1975 reveals a marked shift away from contagious diseases toward . . . diseases of lifestyle.

of curative medicine's efforts, miracle drugs and treatments, a more informed public, better diet and other factors, the number of deaths due to pneumonia, influenza, tuberculosis and diphtheria have been reduced substantially.

Unfortunately, the curative model is not experiencing comparable success with the leading causes of death in the United States today. True, the miracles of by-pass surgery, diuretics, and enzymes which dissolve clots are impressive. It is very important to note, however, that these treatments are *not* cures; they treat and control symptoms and help the patient manage his or her heart disease. The internal environ-

ment and lifestyle that lead to the development of initial scar tissue and fat deposits in coronary arteries are not altered by pills or procedures.

The "drug" that approaches true cure for today's most threatening diseases is quite conspicuous and obvious; it is wellness. Wellness, in part, refers to the following of as many positive health practices as possible. The unique aspect of wellness is related to its affirmative attitude, placing responsibility on the individual for personal health.

Wellness and prevention are new ways of thinking about health and illness. Instead of acquiescing and waiting for symptoms to appear, wellness attacks the root of the problem, sedentary lifestyles. High blood pressure, obesity, smoking, hyperlipidemia, hyperglycemia and stress can all be prevented or delayed so as to retard the deleterious effects of lifestyle on health.

As a risk factor of cardiovascular disease, stress is probably responsible for providing the most impetus to the wellness movement. Medical researchers have implicated stress in many of the lethal pathologies of modern society.^{3,4} Stress, for example, has been implicated in the incidence and severity of heart attacks^{5,6}. It not only exerts its effects in a straight-forward manner but also aggravates and contributes to the remaining risk factors of cardiovascular disease. Hormones liberated from the adrenal gland during times of stress cause increments in blood sugar and blood fat content. Stress, interacting with excessive salt consumption, has been associated with many cases of high blood pressure. Smoking and overeating are both mechanisms people use to cope with stress.

Although these relationships are compelling enough, the foremost reason for corporate recreators to pay more attention to wellness is the cost. The

FITNESS/HEALTH BULLETIN

Interest in health and wellness programs is evident among the general public, with 64 percent of respondents to a Harris survey stating that they would be very likely or somewhat likely to use employer-sponsored programs with prevention as the intent.

data are staggering. Lost work days, hospitalization and death costs U.S. businesses 10 to 20 billion dollars yearly.^{8,9} Absenteeism cost the Canadian GNP 5.5 billion dollars in 1977.¹⁰ Researchers have reported an inverse relationship between the manifestation of risk factors and productivity. Add to these the hidden costs of stress and lifestyle diseases such as increased health insurance premiums, disability pay, rehabilitation costs, low morale, accidents, risk-taking, burnout, and lack of focus, to name only a few.

The costs of stress and sedentary lifestyles are substantial. Yet many feel that these afflictions, particularly stress, are only evident among executives and not the bulk of the employee population. In reality nothing could be further from the truth. *U.S. News and World Report* noted that many jobs such as waitress, laborer, and the like are among the most stressed.¹² One-third of the general public responding to a recent Harris survey reported that they or someone in their family had suffered from excessive stress, tension or anxiety.¹³ The same study revealed that the vast majority of business (96 percent) and union (89 percent) leaders thought stress had some impact on productivity. Interestingly, executives tend to live longer than people in other occupations.¹⁴ Thus, it is not only the upper levels of management who are in need of wellness programs.

Interest in health and wellness programs is evident among the general public, with 64 percent of respondents to the Harris survey stating that they would be very likely or somewhat likely to use employer-sponsored programs with prevention as the intent.

The intuitive appeal that wellness holds for the general public is justified by research. In one study, no explanation could be found for the fact that residents of Roseto, Pennsylvania had an exceedingly low incidence of myocardial infarctions despite high fat diets except that subjects were noted to be particularly adaptable and unstressed.¹⁵ Managers practicing healthy lifestyle habits were found in another study to display the fewest symptoms of chronic illness.¹⁶

Although the effects of exercise on physiological health are common knowledge, less well publicized are the potential benefits that exercise holds for individuals' mental health. In particular, the effects of exercise on stress and the symptoms of stress (such as anxiety, tension and depression), are no less important than stronger, more enduring muscles. Exercise, recreation, meditation and relaxation techniques have been shown to be useful in dealing with stress and its resulting symptoms.¹⁶

Many misconceptions surround the concept of wellness. Wellness is not, as many believe, a highly regimented program; rather, it is more a facilitative system that allows individuals to pursue total health. Perhaps the most pervasive fallacy is that wellness means exercise. While it is true that physical activity is an important part of wellness, it is only related to one of the four pillars of wellness.

The components of wellness include education, activity, counseling and assessment. Certainly existing recreation programs in business and industry adequately fulfill the activity component through not only exercise but also recreation and relaxation activities such as yoga and meditation. The broad range of alternatives within the activity component is important to coping with stress. Coercing participants into activity and exercise in which they do not feel comfortable or are not able to tolerate only adds to stress. This is why the activity component in wellness is not the same as exercise. Indeed, it is also why wellness is more than just exercise.

The objective for corporate recreation programs with regard to wellness is to take more affirmative steps relative to the remaining wellness components. Among the remaining wellness components, education is the most important responsibility. A cognitive referent for wellness must be established within each client so an appropriate attitude toward prevention may be created. As "students" become more learned about health, they come to realize that the first step to total wellness is to accept responsibility for one's own health status.

FITNESS/HEALTH BULLETIN

Once an improved attitude is manifested in clients, other teaching objectives can be pursued. Healthy lifestyle education affords the means to improve knowledge in areas such as exercise, smoking, weight control, nutrition, drug abuse and relaxation. Education on the identification of stress factors and stress management should be emphasized because, conceptually, stress aggravates risk factors and often results in pathological coping techniques. Lastly, wellness education should give attention to leisure education and the role leisure plays in a physically and mentally healthy lifestyle. For many, excessive free time is stressful; leisure is only useful in coping with stress when the person is cognitively as well as motorically involved in the activity.

The second step to wellness is counseling. The counseling procedure is usually effected on an individual basis or within small groups. The more personalized counseling approach affords an opportunity to discuss specific concerns and obstacles to wellness, such as difficulty in quitting cigarette smoking. Counseling may also open avenues to more creative and egocentric ways of coping with stress, including compartmentalizing life, building support systems, keeping the proper perspective on life and personal planning.¹⁷ All of these coping techniques are rather individualistic and do not work for everyone. As such, counseling is the means by which all unique options can be explored.

The last wellness component is assessment. The purposes of evaluation include motivation, documentation of progress, and need and interest assessment. Of these purposes, motivation is the most important. Anyone who has dieted knows how tough it is to adhere to a strict regimen. Diets, by and large, tend to be completed when the individual receives positive feedback concerning his relative success at losing weight. This generalization holds for all areas of health practice promoted by wellness programs. For example, graphically displaying progress in a quit-smoking program, in terms of reduction in the number of cigarettes smoked per day, acts as a conspicuous and po-

tent motivation to continue.

Another obvious purpose of evaluation is to establish a baseline for the client relative to each of the major wellness factors. Abundant fitness tests exist but evaluation of the major fitness components, such as cardiovascular endurance, muscular strength and muscular endurance should be the priority. Nutrition assessment is easily realized through daily food intake diaries. From these self-reports one can also derive the relative percentages of fat, sugar, protein, roughage, salt and calories in the diet. Weight is assessed periodically in the rather obvious manner and may be supplemented with body composition measures if desired. Substance abuse, especially pertaining to the hidden substances that are part of many lifestyles, like nicotine, caffeine and excessive sugar can be accomplished through daily diaries similar to dietary evaluation. As a word of caution, detection of "hard" drug abuse, such as alcohol, should be referred to those professionals specially trained to deal with such problems. Here, the wellness program should act only as a referral source.

Lastly, stress assessment is usually effected by self-reports on paper and pencil instruments.¹⁸ Self-assessment should also be encouraged because, as mentioned earlier, the first step in wellness is accepting responsibility for one's own health. The eventual goal of wellness is to allow clients to pursue health independent from program supervision.

The attitude toward wellness is actually most crucial for success. The components of wellness can only be nurtured within a receptive environment. Wellness components can be operationalized along a continuum ranging from fairly expensive programs with abundant staff to the more common shoestring budgets using grassroots support and expertise. Moreover, existing employee recreation programs are well suited to beginning wellness programs with many of the necessary resources already at hand. Regardless of the design of the program, its financial support, or number of staff, if clients do not accept personal responsibility

for wellness the only result can be reversion to the traditional curative model of treatment, acquiescence in lifestyle and sickness.

Kenneth E. Mobily, Ph.D., is an assistant professor of recreation at the University of Iowa.

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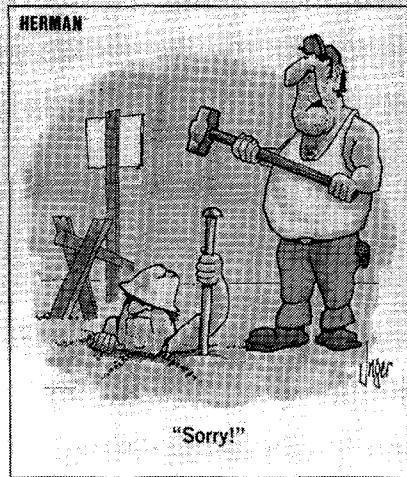
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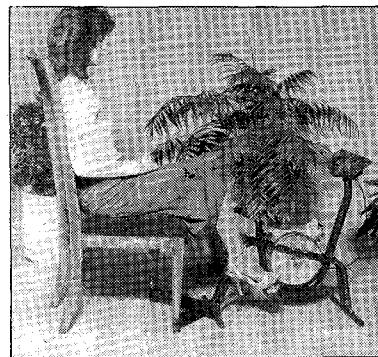
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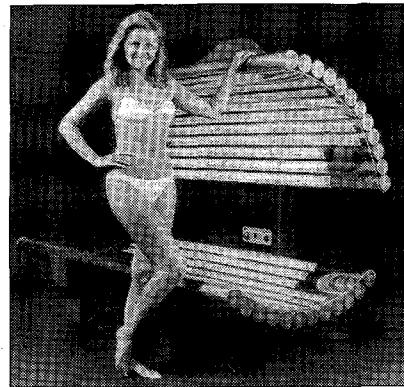
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The new attraction, which was built in Switzerland, features twelve biplanes, each carrying six passengers, which are suspended on steel cables from a 135 feet tower. At the fastest point, the Air Racer will reach speeds of almost 40 miles per hour and promises plenty of thrills for park visitors this summer.

For more information contact Six Flags Over Texas, P.O. Box 191, Arlington, Texas, 76010.

The NESRA

NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 257-1017.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terry Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jim Christian—(619) 695-5514.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Schmidt—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

CONFERENCES & EXHIBITS

"Prospecting For Knowledge," the 1984 NESRA Conference and Exhibit, will be held May 17-20 at the Beaver Run Resort and Conference Center in Breckenridge, Colorado. For more information, contact NESRA headquarters: 312/562-8130.

FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.

September 6-9, 1984. NESRA Region VII Conference and Exhibit. Camelback Inn, Scottsdale, AZ.

October 12-13, 1984. NESRA Region V Conference and Exhibit. Holiday Inn, Minneapolis, MN.

October 25-27, 1984. NESRA Region II Conference and Exhibit. Sheraton, Washington, DC.

November 15-17, 1984. NESRA Region III Conference and Exhibit. Drake Oakbrook, Oakbrook, IL.

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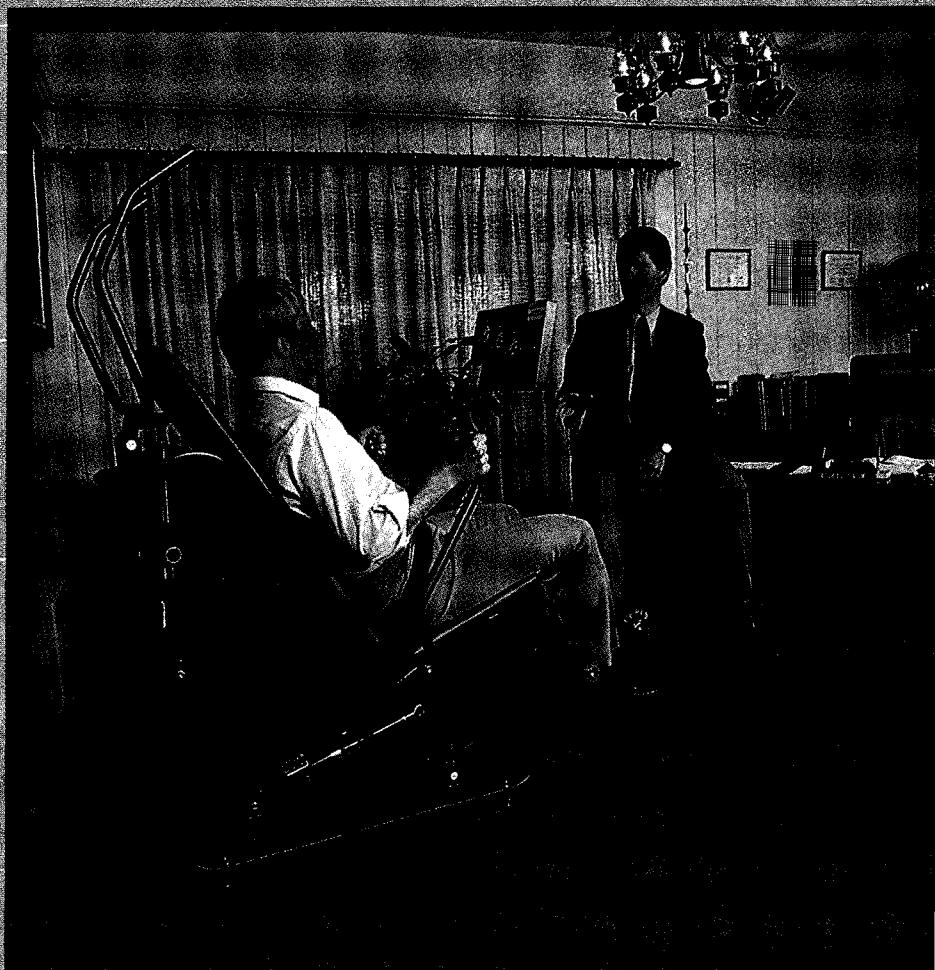
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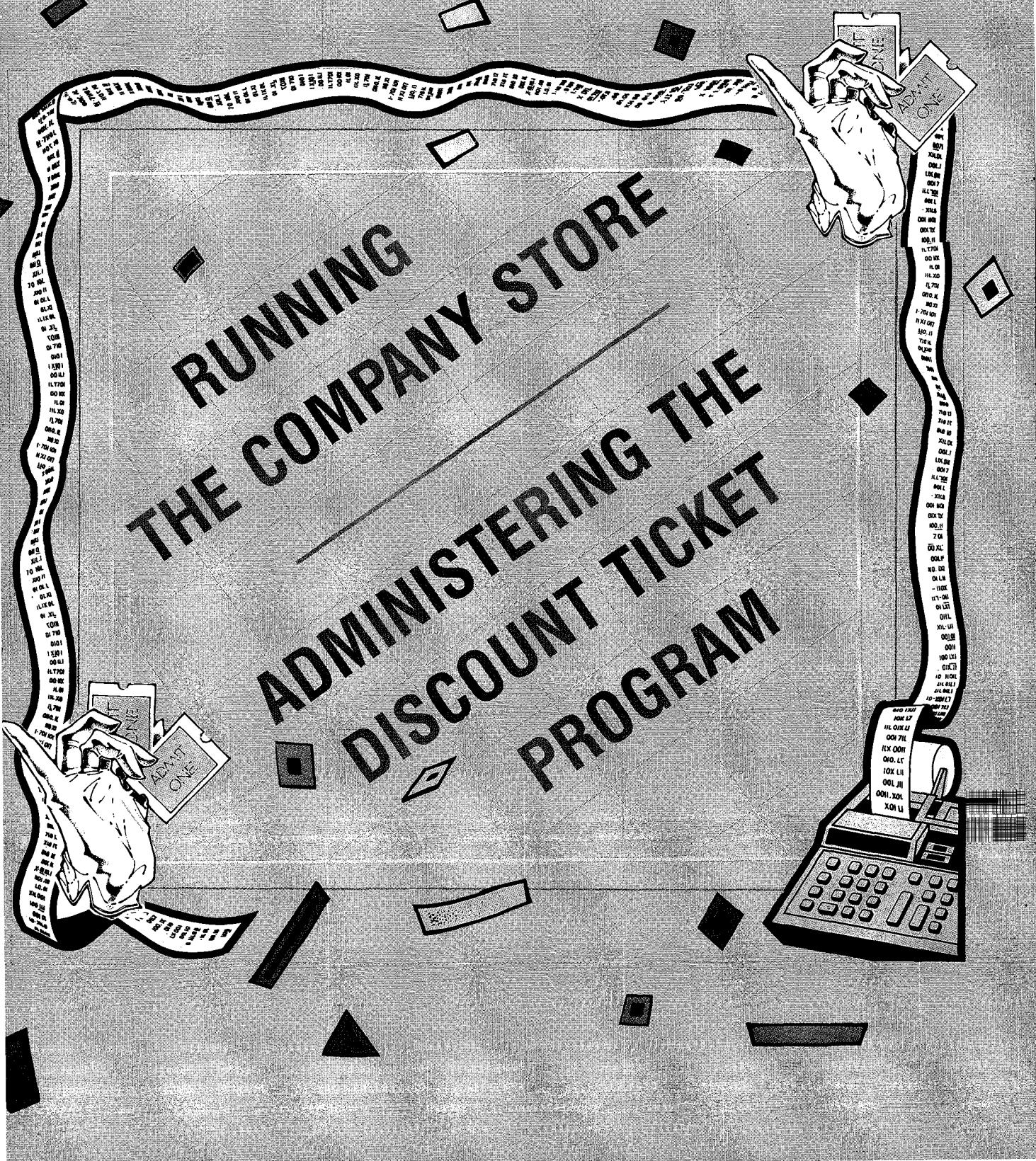
JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

AUGUST 1984

THE COMPANY STORE
ADMINISTERING THE
DISCOUNT TICKET
PROGRAM



NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports

NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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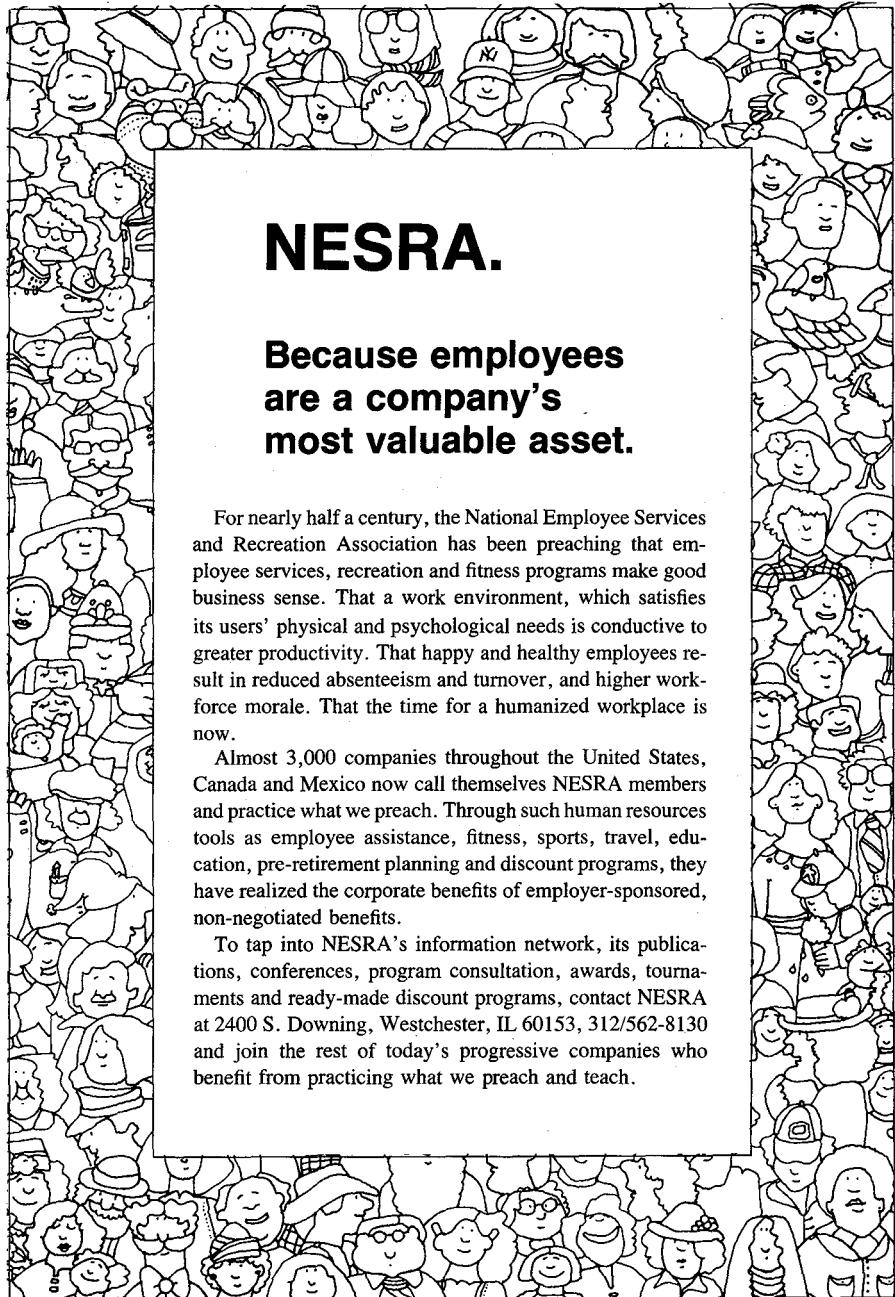
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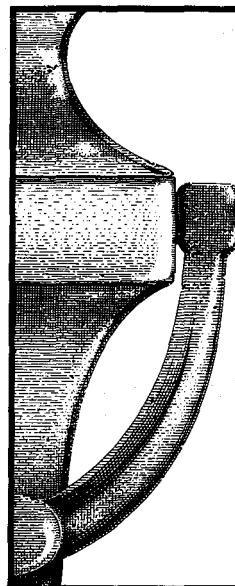
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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment, which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

Almost 3,000 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.



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The 44th Annual Conference and Exhibit
of the
National Employee Services and Recreation Association
May 2-5, 1985
Boston, Massachusetts

EMPLOYEE SERVICES MANAGEMENT

Volume 27 • No. 6

In this issue . . .

For the childless employees of a workforce, child care services have little personal value. Similarly, non-smokers do not flock to the company's smoking cessation classes, nor do non-golfers anxiously await the annual golfing outing.

But because each employee also plays the role of consumer, discount programs reach the entire workforce. Employees can easily perceive the value of a program that allows them to get their film processed and delivered back to the office at a price far less than the local drugstore's. They also realize the benefit of ordering wedding invitations or Christmas cards at 40 to 50 percent off retail prices, or buying jewelry at a cost that doesn't reflect the typical mark-up. And because of the special hotel rates their employee services manager secures, they can spend the money they save on travel accommodations on something more important: themselves.

Convenience and cost-savings are why more employee services managers are offering discount programs to their company's workforce. So by learning about effectively "Running the Company Store" (which begins on page 14) and "Administering the Discount Ticket Program" (which follows on page 15), the employee services manager can deliver to the company a program everyone can count on.



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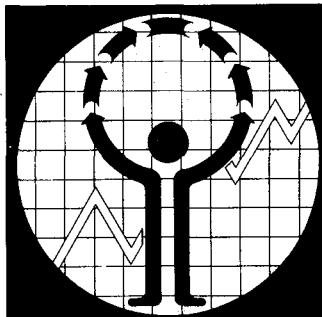
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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AUGUST 1984

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Take Home the NESRA Conference

... with cassette tapes of the major educational sessions of the 43rd Annual NESRA Conference and Exhibit.

Meeting the Needs of Today's and Tomorrow's Workforce—Michael H. Annison, president of the Westrend Group, explores the trends that will affect employee services managers.

Corporate Fitness: An Overview—George Pfeiffer, vice president of The Center for Corporate Health Promotion, outlines the rationales for and benefits of employee fitness programs.

Managing the Successful Move to Computers: Part I—Bob Arinello, market representative for Storage Technology Corporation, looks at how to program a computer for optimal efficiency.

Golden Waste Space—John Leslie, (retired) 3M Company, enlightens listeners to largely ignored prospects for programming space.

In Search of Excellence—Herb Dreo, training specialist for Storage Technology Corporation, discusses the principles and effective techniques of sound management.

Transition Awareness Process—Diane Fausel, employee programs manager for the City of Scottsdale, presents specific techniques which can help employee services managers reduce the time it takes for new employees to become effective on the job.

That Urge to Achieve—William Curra, director of human resources at Martin Marietta Aerospace, explores the characteristics of high achievers.

Managing the Successful Move to Computers: Part II—Frank Richardson, owner of the Computer Connection, explores computer hardware and software usage.

Promising Approaches to Health Promotion in the Workplace—Jeff Bauer, consultant and professor at the University of Colorado/Boulder, enlightens listeners on how to promote healthy lifestyles on a shoestring budget.

Lifestyle (Diet/Exercise) Relates to Health—Julian M. Whitaker, M.D., founder and director of the National Heart and Diabetes Treatment Institute, Inc., provides professional advice on how to make the American lifestyle healthier to enhance the individual's quality of life.

Impact of Employee Services and Recreation on Productivity—Craig Finney, Ph.D., professor of Recreation and Leisure Studies at California State University/Northridge, presents research that supports employee services and recreation's positive effect on worker's productivity.

SPECIAL OFFER

Understanding Yourself to Energize Personal Performance—Bill Brooks, president of William T. Brooks and Associates assists managers in identifying specific work behavior patterns to capitalize on their strengths and interact more effectively with others. This \$18.50 set includes a cassette tape and individual workbook. Send for this directly from **NESRA headquarters, 2400 S. Downing, Westchester, IL 60153.**

Your Employee Services Program—What's the Score?—Scarvia Anderson, consultant and adjunct professor at the Georgia Institute of Technology, evaluates the effectiveness of employee services and recreation programs.

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NEWS IN BRIEF

NESRA Regions To Host Conferences

Employee services and recreation managers from across the country can learn more about their field and successful management techniques, while meeting their professional peers at any of four conferences sponsored by regions of the National Employee Services and Recreation Association (NESRA).

To explore "Employee Services: An Investment in the Future," members of NESRA's Western Region VII will host their 33rd Annual Conference and Exhibit at the Camelback Inn in Scottsdale, Arizona, September 6-9. An expected crowd of 400 will investigate such hard-hitting issues as worker chemical dependencies, employee fitness, management and motherhood, and workers' transitional awareness processes.

Region VII conference delegates will also participate in a variety of workshops covering such subjects as smaller

company employee services programs, the benefits of NESRA and NESRA chapter affiliation, corporate and interpersonal communications, life-saving techniques, community involvement programs, administrative budgets and inspiring company volunteers. Nearly 100 program suppliers will be on hand in the region's exhibit hall.

Employee services managers from the Northwest, can attend the NESRA Region V Conference and Exhibit October 12 and 13 at the Holiday Inn in Minneapolis. Under the theme, "Communication Connects," the conference sessions will look at innovations in communications, using the computer to enhance employee services programs, and composing a newsletter. A continuing education workshop will also be available to conference delegates.

"A Capital Experience" is what the Region II Conference and Exhibit promises to its delegates and exhibitors. To be held at the Sheraton in Washington D.C., 300 employee services professionals are expected to

gather October 25-27 to explore a wide variety of current issues and investigate the products and services of more than 100 exhibitors.

John O. Marsh, Jr., Secretary of the Army, will look at "Effective Human Resources," in the keynote address on October 25. Another headliner is Sam Huff, former all-pro member of the Washington Redskins football team, who will address the role of motivation for the athlete.

Other conference session topics include: how to add spunk to your publications, learning to manage conflict, fitness as a lifestyle and maintaining a recreation program from your desk (geared toward the volunteer). Finally, delegates are invited to attend "60 Minutes of Law School" and exchange ideas at several strategy exchanges.

Completing this fall's list of regional conferences is the Region III Conference and Exhibit November 15-17. Midwesterners will gather at the Drake Oak Brook Hotel in Oak Brook, Illinois, just outside of Chicago, for the

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NEWS IN BRIEF

conference.

"Helping People Grow" is the theme of Region III's conference. In addition to enlightening delegates on management approaches and programming ideas, two continuing education workshops, on fitness and liability, will be featured along with an exhibit hall.

Golden Waste Space

In some cases, ignorance may be bliss.

The bee, for instance, doesn't know that aerodynamically he is not designed to fly. No one ever told him he couldn't, so fly he does. Similarly, employee services and recreation managers who don't know they don't have recreation facilities, ignore excuses and go on to develop creative employee programs.

Such creative programming will be even more important in the future, where opportunities for employee services and recreation programs will grow tremen-

dously and where managers will have to do more with less.

"We're going into a science," predicted John Leslie, retired manager of employee recreation at 3M in Minneapolis in his session "Golden Waste Space" at the National Employee Services and Recreation Association's 43rd Annual Conference and Exhibit in May. "It's called imagineering—the science of 'what if.' "

Potential exists in all things, said Leslie. The side of a company building can host a handball game. The company parking lot can serve as an arena for an all-employee flea market or garage sale. Part of the lot could also be designed for a variety of games after working hours. By painting court lines and investing in a portable net and other minor equipment, employees can enjoy volleyball, tennis or even shuffleboard just outside their offices.

Races can also be staged on company premises. 3M used their parking lot for an employee auto race and held

5K and 10K foot races on their grounds.

The lawn on company premises provides an ideal setting for outdoor concerts, according to Leslie.

"Probably the most wasted outdoor space a company has is its rooftop," noted Leslie. "With some resurfacing, a number of activities like tennis or outdoor dining can take place on the tops of buildings."

Inside company buildings, office and conference rooms are all that is needed for such clubs as language groups or book clubs to carry on their activities. Once employees receive adequate information, they can even use their own offices to improve their fitness through simple exercises, stretches and proper posture.

"Another great space that's often wasted is the company cafeteria," Leslie said. It, too, can host club meetings, as well exercise sessions and innovative cooking demonstrations.

Without much effort, a company auditorium can become a rehearsal area



Association for Fitness in Business 10th Annual Conference September 19-22, 1984

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NEWS IN BRIEF

for company choruses or drama groups. It can also stage safety demonstrations or fashion shows.

Leslie suggested employee services and recreation managers develop walking programs in their companies by posting signs encouraging employees to use the stairs instead of the elevator. At companies with several buildings, posting distances between sites encourages walking as people can measure their progress, he said.

Still other space can be gained through community facilities, Leslie explained.

"In this whole field of imagineering, you have to use the most valuable waste space of all," he concluded, "the talents of the people in your company."

Best-Managed Companies Chosen

American Express Company, Baxter Travenol Laboratories, Coca-Cola Company, James River Corporation and

R. H. Macy & Company have been chosen by *Dun's Business Month* as the five best-managed U.S. companies of 1983.

Each winner, *Dun's* says, shared the strategy of having demonstrated a "vision of where they were heading and an aggressive resolve to get there."

American Express achieved its 36th successive year of earnings growth. Over the last five years, its earnings have grown at a 17 percent annual rate. Baxter Travenol used its technological and marketing skills to increase its leadership position in the health care industry. Coca-Cola shed its conservative image and emerged as a stronger, growth-oriented company, says the report.

James River, based in Richmond, Virginia, and little known outside the paper industry, exploded from \$4 million in sales to current revenues of \$2.2 billion and is now the fourth largest paper products maker in the U.S. R.H.

Macy, in its 125th year, rang up new records in sales and increased its market share, according to the report.

International Directory Highlights Special Events

The fast-growing special events industry, which encompasses everything from a tea pot celebration in Trenton, New Jersey to the Olympic Games, now has its very own source book: *The Official 1984-5 International Directory of Special Events & Festivals*, published by Special Events Reports, Inc. It is the first comprehensive directory of festivals, sporting events and the organizations that make them happen.

The 412 page directory consists of four basic types of listings:

- North American Special Events and Festivals
- North American Sports Events
- International Events

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- Industry "Yellow Pages," a guide to events producers and suppliers.

Over 2,500 major events are compiled in the directory and, according to associate publisher Lesa Utkman, "An equal number of events were omitted in an effort to provide a selective, useful tool." Each listing includes event title, site, dates, contact and, in most cases, a description, nonprofit or profit status, attendance estimates, budget, current sponsorship opportunities and prior sponsors.

The event listings are broken down into over 50 categories, including music festivals, performing arts festivals, ethnic festivals, community celebrations, marathons, multi-sport/endurance events, fishing derbies and ballooning events. Cross indexes organize the listings by date, by location, by sponsorship opportunities and alphabetically by title.

The "Industry Yellow Pages," another first for the directory, offers al-

phabetical listings of organizations involved in all facets of event production: sports and music marketing companies, advertising and public relations agencies; security/crowd control companies, athletic federations, booking and talent agents, equipment rental companies, available sites, special events seminars, and more.

To give users some perspective on the variety of listings, the Directory contains over 50 pages of article reprints. These were originally "Center-fold" stories in *Special Events Report*, the biweekly newsletter of event marketing, festivals and sports promotions. Subjects include the solicitation of corporate sponsors, tying products to events, event production and a festival survey.

The *Official 1984-5 International Directory of Special Events & Festivals* was five years in the making. A supplement will be issued in March 1985 and annual publication will begin in

1986.

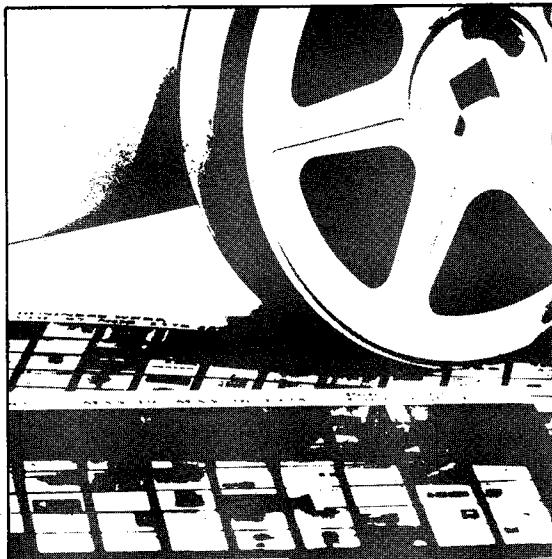
The book is available free to subscribers of the *Special Events Report* newsletter. Nonsubscribers can order it for the special introductory price of \$65 (cover price is \$100) from Special Events Report, Inc., 212 West Institute Place, Chicago, IL 60610, (312) 944-1727.

Fast Food Nutritious, Argues Dietitian

A steady diet of Big Macs, Whoppers and pan pizza might be the dream of some teen-agers and the nightmare of their nutrition-minded mothers, but fast food can provide an occasional and even healthy meal, says a University of Missouri-Columbia (UMC) dietitian.

"Since most fast foods are high in fat or sugar, the key is to find something without those ingredients," explains Pauli Landhuis, assistant pro-

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NEWS IN BRIEF

fessor of human nutrition, foods and food systems management in the UMC School of Health Related Professions. A sugar-free soda or milk, for example, is a good choice for a beverage.

Pizza also can be very nutritious, Landhuis says. "The mistake people make is choosing the wrong toppings—or choosing too many." She suggests that vegetables, such as green peppers, onions and olives, are more nutritious and contain less fat than most meat toppings like sausage and beef. Although pepperoni doesn't have as much fat, the salt content is high.

The size of the pizza can be another mistake, Landhuis points out. "If it's just a snack, does everyone have to eat three pieces?"

Those who are counting calories can cut back by "ordering sandwiches without the special sauce," she says. "A fish sandwich without the tartar sauce saves as much as 200 calories."

Some fast food restaurants have cashed in on the American diet-consciousness by offering salad bars, but Landhuis warns that "heaping on the salad dressing" can undo the slimming effects of all those vegetables.

"Salad dressing generally has about 50 calories in a tablespoon." She suggests using low-calorie dressing or lemon juice, if available, or mixing creamy dressing with cottage cheese, which has fewer calories and more protein.

She also points out that fast food doesn't have to mean fast eating. "We've trained ourselves to eat anything in seven and a half minutes," she says. "But we can unlearn habits."

Since it takes 20 minutes for the brain to figure out that the stomach is full, she recommends slowing down at mealtime. "Pay attention to what you're eating, and take small bites," she says. "Focus on the food and enjoy that. Put your piece of pizza down between bites, and don't wash food down with whatever beverage you're drinking."

Although gulping food at a record-breaking pace won't necessarily hurt anyone, "you don't get the full enjoyment from your food."

Eating too much is another problem in many Americans' diets. "The stom-

Announcing The New Bridal Charm Catalog

from Employee Printing Services, Inc.

Now it's even easier for you to provide employees with the EPS stationery discount program. Our new Bridal Charm Catalog is designed for employees to take home and keep! It offers 32 full-color pages of wedding, anniversary, and shower invitations, plus personalized gifts and accessories — all in a small 8½" x 11" format!

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NEWS IN BRIEF

Joe Connolly saved a co-worker from choking. Could you?



Loren Willet was having lunch with some fellow employees in the company cafeteria when suddenly he began choking on a piece of meat.

Fortunately, Joe Connolly realized what was wrong. Without hesitation, he began Red Cross first aid procedures for a choking victim, and the meat was expelled. Willet never lost consciousness and recovered immediately.

What if one of your employees spotted someone choking. Would he or she know what to do? Let Red Cross teach your employees the proper steps that should be performed immediately.

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ach can tolerate much more food than we need, and it's possible to eat three or four times too much without feeling any discomfort," she says.

In fact, the body can absorb up to 32,000 calories a day—a frightening prospect when an active young person needs only 2,500 to 3,000.

'Buddy System' Effective for Weight Loss

Stanford University researchers found that people can lose weight better with help from their mates. In one year, 23 overweight people lost an average of 13.5 pounds and their partners lost an average of nearly 10 pounds at the same time.

Space Conservation in Offices of the Future

Rising rents in the next decade will force employers to squeeze people into less space, according to a National Office Products Association study. Managers and professionals each will get 5 percent less space, the study predicts, while secretaries and clerks will get 7 percent less.

Early and Postponed Retirement Both Increase

Two surveys by Charles D. Spencer & Associates, Inc., of retirement experience before and after the amendment of the Age Discrimination in Employment Act (ADEA), barring mandatory retirement prior to age 70, reveal two opposite trends: over the five-year period 1978-83, early retirement prior to age 65 and postponed retirement both increased, but primarily early retirement.

The existence of the protection of the ADEA appears to be the least significant factor in the decision to retire, although it is undoubtedly a more important factor in the decision to continue working. While the number of employees working past age 65 in 1983 was three times the number in 1979, that still constituted a minuscule 0.54% of the total active workforce of the 105 companies surveyed.

Exploring the Discount Services Market

Part II

by Charles Bashian, NESRA marketing manager

Editor's Note: The first article of this two-part series, "Exploring the Discount Services Market," itemized the range of discount products and services and fund-raising opportunities available from Associate members of the National Employee Services and Recreation Association. Our report this month focuses on the remainder of that study. It reviews the Associates' plans to introduce new discount offerings, how they plan to market these offers and their views on discount buying in the future.

Associate members of the National Employee Services and Recreation Association (NESRA) expect discount marketing to become increasingly competitive in the next five years, with many new merchandising techniques employed and more products and services offered. That's the bottom line finding of a recent **EMPLOYEE SERVICES MANAGEMENT** study.

"Much more competitive discount marketing in segmented and targeted markets, . . . with less across the board discounting" is how Brunswick Bowling Centers sees the trend, while at the Wm. MacKenzie Company, the view is "it will continue to grow, but there will be a lot of blood-letting, acquisitions, 'chaining' . . . Discounts will be coming up against other discounters rather than typical retailers . . ."

Radio City Music Hall's Celebrity Club predicts "soon, large companies will be able to tie-in to discount program micro-computers to place orders on an extremely time-efficient basis. Service and response will become emphasized even more." At Swersey's Chocolates, the prediction is that discounters will utilize cable TV to merchandise their program. United Photo Service predicts "vendors are still just beginning to 'find' this new marketplace. Look for more companies exclusively catering to the employee at their place of employment."

To meet the growing competition in the employee services market, NESRA

Associates predict an increase in the number of discount offers by their firms and others. At Action Packets, the strategy is to "increase our offerings so that we will be a one-stop source for all needs. . . ." They regularly introduce 400 to 600 products each year. Brunswick Bowling Centers has two new centers under construction in

" . . . vendors are still just beginning to 'find' this new marketplace. Look for more companies exclusively catering to the employee at their place of employment."

Phoenix, and one in Denver. At Black & Decker, 47 items were introduced to the market in 1983, and they expect many more items to be sold through company stores as a fringe benefit. The firm recently purchased General Electric's housewares and personal care products lines. Connexion Cruises anticipates adding land tours in the future to their program of ocean cruises.

At Crown Fair, the prediction is that famous brand fashionable outerwear and sportswear will be introduced to the employee market. Circus World's Ringmaster Club Card is now issued for a two-year period instead of annually to meet competition, and Walt Disney's Magic Kingdom Club is "always adding new programs and services." It expects the introduction of more discounted air travel in this market.

Saving Space® is a new discount of-

fer that also includes retail items used on a regular basis to augment the *Entertainment 85*® discount and two-for-one program.

Bermuda Travel Planners (formerly Employee Travel Planners) has made marketing changes to offer a year-round program with employee discounts. Fair Lanes will introduce a discount card to NESRA member bowlers redeemable for products and services at participating dealers. At Flaghouse, Inc., the firm expects to offer additional items on "special" to NESRA members.

Indianhead Mountain Resorts will open a new indoor sports health center to augment their current facilities. The report from International Weekenders is they regularly add new resorts and destinations to their package. Because Jayfro Corporation expects an increase in the number of discount programs offered covering a wide spectrum of applicable products, the firm constantly reviews its recreation and fitness product line.

Lifeline,® Inc. sees its product line of offerings to NESRA members expanding to include sporting goods, hardware, and house gifts as the firm grows. Jack McCormack & Company, Inc. has added World Airlines to their list of clients, and may in the future add a product client to its list of travel-related firms.

The 1984 Fall/Winter offering of Wm. MacKenzie Co. will be larger than its initial basic wardrobe offering. Marcy Gym Equipment Company will introduce a new physical fitness conditioning system.

Panda America Numismatics has a U.S. Treasury contract to market "legal tender coin-of-the-realm" U.S. Olympic Commemorative Coinage. The Chinese "Panda" gold coin will be added to this offering.

It is important to gauge employee interests prior to making a decision to accept any discount offering.

Radio City Music Hall's Celebrity Club plans to add telephone reservation capabilities in late 1984 as it highlights special offers sponsored by other suppliers and attractions. They foresee airline and rail discount programs as the industry becomes further deregulated along with more dining programs. Movie theatre chains may begin offering discount programs to compete with VCR's and cable television, the firm suggests.

At Swersey's Chocolates, at least five new items are offered for each holiday, and introduced in a new brochure. The firm anticipates an increase in prescription drug programs for employees and their families. The Stouffer Hotel Corporation will review the success of the corporate-wide discount program it recently introduced. It has opened the Madison Hotel in Seattle and Stouffer's Wailea Beach Resort in Maui. Seaport Weekend also has its NESRA program under review for effectiveness, and will add additional products and services for members.

Traverse Company has added Mount Snow to its ski area offerings. United Photo Service will initiate a toll-free photo hot line to handle problems relating to photo-finishing. The firm will introduce an employee photo service magazine as well to cover areas of interest for NESRA member employees. Whole Earth Rafting has expanded its NESRA offering by introducing a kayak

school, kayak support troops, and fishing tours.

How should NESRA members evaluate discount offers? While the Associates had many suggestions, the consensus was adequately summed up in one member statement: "It is important to examine quality, service and consistently competitive pricing over the long haul." Another associate said it is important to gauge employee interests prior to making a decision to accept any discount offering. The importance of researching employee needs and preferences was made consistently by the Associates.

To compare prices, several Associates suggested NESRA members shop their local stores for the pricing of comparable merchandise. The reliability of the organization making the offer and the reputation of the products are vital to consider before making a decision according to many Associates.

"Coldly and professionally" is another Associate's description of how a discount offer be evaluated.

It is apparent from the comments recorded in the study, NESRA Associates feel a special kinship to NESRA members and the employee services market. They are professional in their approach to the market and want to be evaluated accordingly for the wide scope of products and services they offer to fill almost every employee need. ☺

The following are additional listings of discounts offered by Associates:

Company: Product/Service	Discount Exclusive to NESRA Market	Fund-Raising Opportunity
CONNEXION CRUISES offers discount fares on individual cruises year 'round, available to both employees and their families		•
MARCY GYM EQUIPMENT CO. offers 10 percent discount off retail on institutional product line.		
JACK C. McCORMACK & CO., INC. offers resort properties for vacation, cruises, and airlines.		•

Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. More than 3,000 members represent NESRA, which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.



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Babcock & Wilcox



By Randy Schools

The company store, in many respects becomes the general store for a workforce. In addition to providing goods and services, the company store brings to employees convenience. And because of its high visibility, the company store positively affects the overall employee recreation program.

Like the general store popular in years past, the company store carries a variety of merchandise and satisfies those who have trouble getting away from the workplace during business hours.

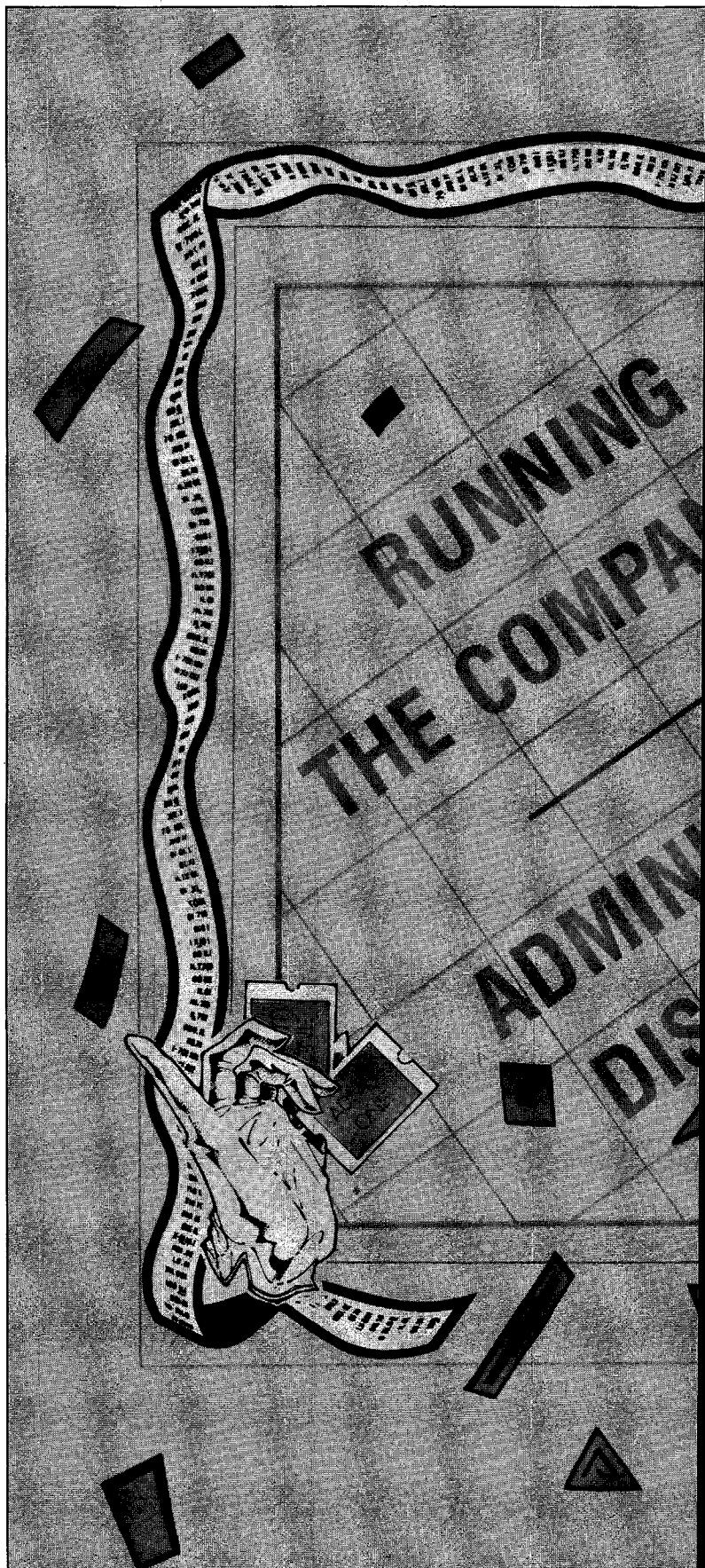
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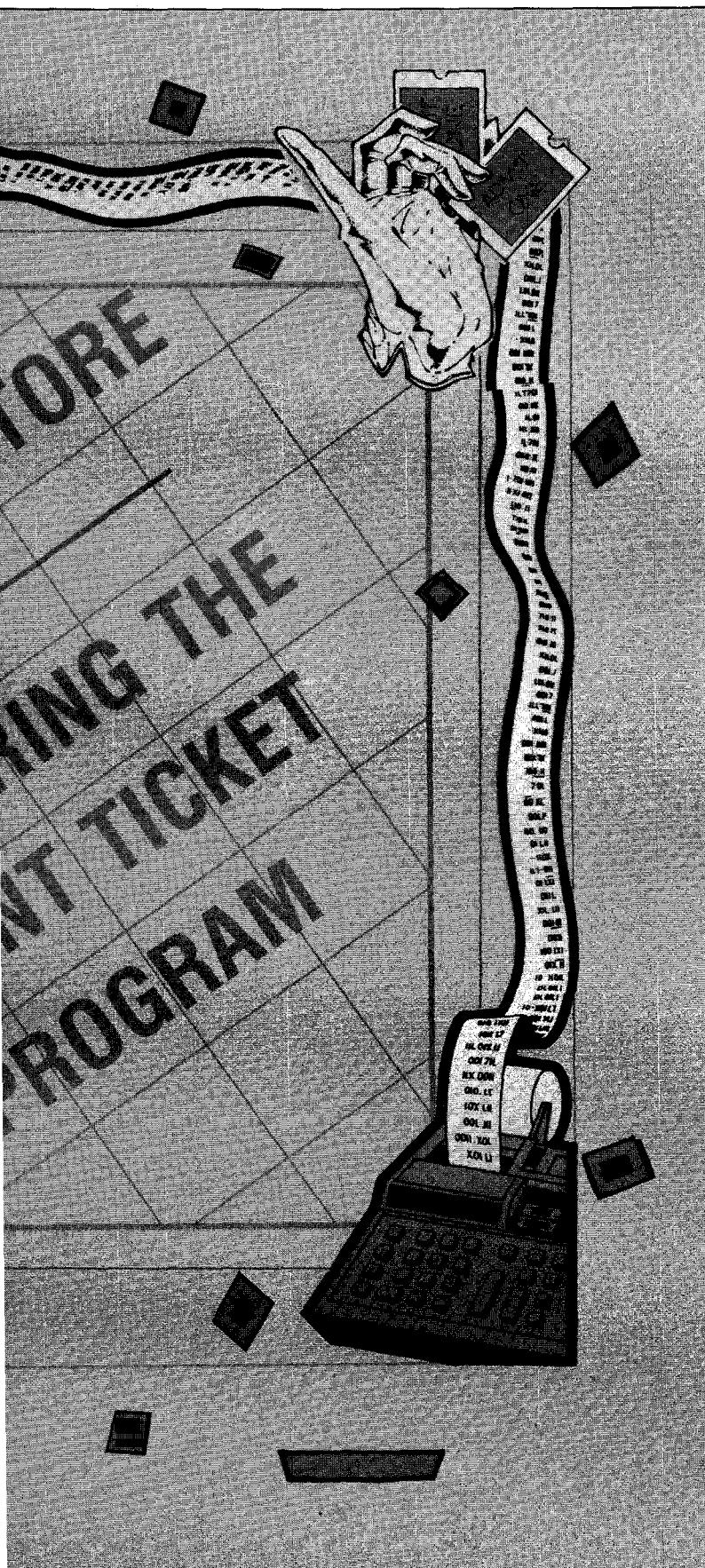
A successful store operation requires the manager to obtain the guidance of top management immediately, in the early formation stage. Company or outside lawyers and accountants can provide professional advice on liability, and taxation for incorporating the company store. Every state has its own guidelines for incorporation, along with different sales tax procedures. If filing as an employee club, an I.R.S. tax exempt status must be filed.

After the store is incorporated, the next step is staffing. Generally, a consumer base of at least 1,000 people requires staffing of a store operation. One good rule of thumb is adding an additional staff person for each 750 to 1,000 people served.

Some companies launch their company stores as a volunteer operation, but this brings about certain limitations, including the amount of time that can be extended to the operation, and in some cases, power plays over who gets to select the merchandise.

The company store starting out small with a limited amount of capital should
(continued on page 16)





By Rebecca S. Gregory

One of the most popular types of services an employee services program can offer is discount ticket sales.

Theaters, amusement parks and other entertainment or recreational centers throughout the country are interested in offering substantial savings on admission tickets to employee services managers because they represent a large number of potential customers. The discounts gained are essentially group discounts.

Employee services managers can negotiate for almost any type of ticket by offering to sell a large volume of them to their employees. What the manager has done is enable employees to save money on events they want to attend by helping a theater or other attraction save time at their box office, promote their attraction and encourage more people to attend.

Most movie theater companies will sell employee services managers discount ticket coupons for resale. The coupons will most likely be dated for use for any movie prior to that expiration date. The discount usually ranges from \$1.00 to \$2.00 per ticket.

Amusement parks generally have a system whereby managers can consign a number of tickets to sell to employees. The buyer is asked to remit payment throughout the season and return unsold tickets after the park closes for the year.

Movie theaters and amusement parks are probably two of the easiest type of tickets to administer. Other types of tickets are very popular in discount ticket programs, but slightly more difficult to handle.

Dinner theaters, sports attractions, community and professional theaters,

(continued on page 17)

RUNNING THE COMPANY STORE

base its service on known consumer needs such as film developing. Film developing allows for a relatively small labor cost compared to the profit potential.

Another main consideration is location and space limitations. A company store should be located in a prime employee flow area, such as areas adjacent to the cafeteria, credit union and main entrances, where employees normally pass on a daily basis.

Once the space is obtained, fixtures are needed. In every large metropolitan area, product distributors can supply store displays. The major card companies all have arrangements where they will either donate or sell fixtures at a discount. These displays not only blend in well with the merchandise to be sold, but often lend an eye-catching appeal to the operation.

An employee services manager developing a company store will also have to select necessary equipment to carry on store functions, like accounting journals, cash registers and sales receipts.

Once the necessary equipment is obtained, the store manager must consider merchandising the operation. At the company store of the National In-

stitutes of Health (NIH) in Bethesda, Maryland, merchandise is classified into the following areas:

- **Photo**—photo processing, film, cameras, batteries.
- **Jewelry**—fine and costume jewelry, pens and pencils, refills, watches.
- **Housewares**—small appliances, glassware, clocks, smoke detectors.
- **Paper**—occasional and seasonal cards, gift wrap, ribbons, stationery, puzzles, paper calendars, paperback books and ribbons.
- **Gifts**—cosmetics, wallets, frames, toys, candy, handbags, clothing items (t-shirts, ties, scarves, sweaters, etc.), umbrellas, flowers, photo albums, infant wear, stuffed animals, mugs, candles, and all other assorted gift items.
- **Special**—non-taxable food items, membership, meat orders, all other non-taxable items.
- **Radio & TV**—radios, records, TV's, calculators, home computers and tapes.
- **Stamps**—stamps, tickets, and bus fare cards.

SELECTING MERCHANDISE AND VENDORS

After initial details are finalized, merchandise can be purchased for the store. Most product lines can be obtained through local distributors or national suppliers.

Trade shows and exhibits are an excellent way to gain exposure to numerous merchants, who offer a vast array of merchandise. The National Employee Services and Recreation Association's Annual Conference and Exhibit features nearly 100 suppliers of photo finishing services, candy, clothing and more. Many offer excellent logo items for companies, such as golf and t-shirts, baseball and painter hats, key chains, ball-point pens and desk sets, which are excellent vehicles to advertise any company and instill a sense of pride among the workforce.

Below are a number of suggestions for developing good vendor contacts:

Do your homework before visiting any vendor, trade show or exhibit. Know what you want, how much you need, and what you can afford.

Analyze the merchandise in your current stock or other company stores. Know what lines have been

(continued on page 18)



The company store maintains high visibility for an employee services program.

ADMINISTERING THE DISCOUNT TICKETS PROGRAM

to name a few, will usually offer company groups discounts, but they will probably ask to return unsold tickets to the theater prior to the event. For example, a major arena in Cedar Rapids, Iowa requires unsold tickets to be returned as much as two weeks in advance of a show. The Minnesota Twins baseball organization are a little more lenient and only ask for tickets to be returned 72 hours before a game.

Most major arenas are more than willing to offer employees discounts on ice shows and circuses, but will seldom discount popular concerts.

Those who routinely handle discounted tickets will more than likely be asked to sell them for activities promoted by local (not company) organizations. This can be a difficult situation because many companies have a policy that prohibits such ticket sales.

Because Rockwell International in Cedar Rapids has a rather high profile in a fairly small city, tickets for local festivals are sold if the promoter will give Rockwell employees a special discount.

ADMINISTERING THE PROGRAM

Ticket sales are not easy to administer.

First, tickets are valuable. They must be guarded and kept secure. Second, someone needs to sell them. Finally, tickets must be accounted and paid for.

The size of the employee population will provide an estimate on how many tickets may be sold. Rockwell International handles its tickets in an employee store, which is open from 7:30 a.m. to 5:00 p.m. daily. At times, especially Fridays in the summer, movie and amusement park ticket sales will keep two people busy constantly.

Other companies operate ticket windows at various locations throughout their facilities, opening at various times in order to serve all shifts.

Retiree volunteers staff the ticket window during noon hours at Control Data Corporation in Minneapolis.

Several Twin Cities companies operate mail order ticket services. GNB

Batteries reports no problems with loss or theft by using the intercompany mail service for ticket sales.

—“

Although most theaters and attractions are quite willing to deal with large companies, often they will not give small companies the same discount considerations. Some . . . companies are experimenting with piggybacking, that is, cooperating on the sale of tickets.

”

If a staff member is assigned to handle tickets from his or her desk, specific hours should be set for sales. Ticket sales are disruptive and time consuming for the employee who must accomplish other tasks.

A computer or a computerized cash register, can help manage ticket sales. The activity office staff of General Mills in Minneapolis reconciles ticket sales each day on their inventory management system. Rockwell International has an itemized sales receipt system. The bookkeeper completes a month-end report on ticket activity. On that basis, amusement parks are paid. A visual track of concert, theater and movie tickets is kept and tickets are ordered and paid for as needed.

Employee services managers need to

publicize the tickets they handle because that is one of the primary reasons they are granted a discount on tickets. Bulletin boards, newsletters and payroll inserts are excellent ways to promote sales.

OTHER CONSIDERATIONS

Although most theaters and attractions are quite willing to deal with large companies, often they will not give small companies the same discount considerations. Some Minneapolis Employee Recreation and Services Council member companies are experimenting with piggybacking, that is, cooperating on the sale of tickets. More attractions are following Walt Disney's Magic Kingdom Club's lead by offering NESRA chapter discounts.

To make a discount ticket program more attractive to employees, some companies subsidize the price of tickets so workers gain a more impressive discount. Other ticket programs are used to help fund other activities by adding a small service charge to the price of tickets.

One other means of securing substantially discounted tickets is by buying out an entire activity, such as a circus performance. Promoters will generally give managers a very low price if they buy all seats in the house for a special performance. Chapter members can also cooperate on this sort of activity.

The possibilities for ticket sales are endless. If effective, employees start relying on the company or employee association program for all of their ticket needs. So it is up to the employee services manager to keep them coming back. If they request a particular type of ticket that is not offered, managers should try to get it. That extra effort will net the employee services program big returns in the form of employee satisfaction.



Rebecca S. Gregory is the employee services manager of Rockwell International in Cedar Rapids, Iowa. Also contributing to this article was Kay Brask, GNB Batteries, and MERSC, the Minnesota Employee Recreation and Services Council.

RUNNING THE COMPANY STORE

successful, what lines have been flops and where the merchandise will fit into your store.

At trade shows, visit as many booths as possible. Ask for the company's top ten selling items and find out how they relate to your business.

Establish a good relationship with vendors and develop good two-way communications with them. Most sales representatives know what type of merchandise belongs in your store and community. They take a strong interest in helping you find appropriate products.

Visit large department stores and malls in your area. Find out what they are promoting.

Have ready credit references. If you are newly formed, you may be required to pay cash on delivery or pay a percentage of your order in cash.

SETTING UP SHOP

Once merchandise is selected, the manager must determine the price of goods. Profit is the life-blood of the company store. It cannot operate without a profit. Whether formed as a profit or nonprofit entity, an organization's first objective is to stay in business.

Since profit is dependent upon the pricing of the goods, determining the right price for the products that have been selected is the key to success. Items carried must be marked up according to current market conditions. Items vary as low as 10 to 15 percent for radios and televisions, to 60 to 70 percent for jewelry items.

The difference between the cost of merchandise, including transportation and handling charges and the selling price of such goods, is all involved in the mark-up. Normally, the higher the mark-up, the higher the profitability. The formula used for mark-up is as follows: Retail = Cost + Mark-up. Some manufacturers may have a suggested retail price that is double the cost. This is known as a keystone price. Thus, if a retail card is one dollar, your cost is normally fifty cents.

A primary consideration with merchandise is the amount of times you

can "turn over" or sell the merchandise. Thus if you can sell an item six times, each time making ten dollars, it is better than selling an item twice, with a twenty dollar mark-up. In the first case, you are making sixty dollars, in the second, forty dollars.

“

The company store becomes a positive tool for giving employees convenience, but it also allows the employees to retain a larger share of their after-tax earnings.

”

At the NIH company store, everything is discounted with a suggested retail price, by at least 10 percent. This allows the operation to maintain a discount image, but also allows it to maintain a respectable profit factor.

Other factors to consider in a company store include exclusive merchandise, which may be obtained from a local craftsman or from a local manufacturer. Another is the loss leader, which may draw customers into the store for an unusual bargain. The NIH company store uses loss leaders once a month to help maintain an image of providing its customers with the best possible prices. Normally featured are radios or televisions.

After all products are selected and priced, they must be arranged on the selling floor in a well-planned layout. Obviously, the store should make the most profitable use of space, taking into consideration the convenience of its customers, an attractive overall look, and optimum use of space to stimulate impulse buying.

Merchandise that is a special purchase or an item that is being promoted should be given high visibility. Seasonal buying patterns must also be considered. In general, the better the floor arrangements, the better the sales.

POTENTIAL PROBLEMS

Potential problems exist in all key management areas of any store. Not

only can staffing and personnel problems arise, but alert storekeepers must always be ready to adjust to the changing climate of their consumers. They must also maintain tight fiscal controls or risk serious cash flow problems.

A company store should begin with a well-thought out plan on expected business and profits. To do this, open-to-buy plans for the fiscal year should be developed, where the amount of money anticipated in sales, by each classification, for each month of that year is gauged. This helps maintain a proper perspective on how much merchandise should be purchased. The plan should also anticipate money for markdowns, slow-selling merchandise, seasonal adjustments, a poor promotion and general economic conditions.

As the administrator of the company store, the employee services manager should also plan for an inventory. This is necessary to show any shortages due to theft, breakage, loss of goods, or errors in bookkeeping entries. This is done on a semi-annual basis, in accordance with the company or association fiscal year. Retailers normally take inventory in January and June, when their store is at its lowest level. Inventory also brings to the manager's attention problems that occur from different merchandising techniques. The inventory should always take place under the guidance of an independent C.P.A.

Success of a company store operation can be measured by the satisfaction of its customers. The store can bring increased visibility to a recreation program. Store personnel learn business technique and face merchandising challenges. The company store becomes a positive tool for giving employees convenience, but it also allows the employees to retain a larger share of their after-tax earnings. For the employee service manager, the store helps to sharpen managerial skills, and gives experience as a small business person.

Randy Schools is the general manager of the National Institutes of Health's employee association, Recreation and Welfare, Inc., and runs their four company stores.

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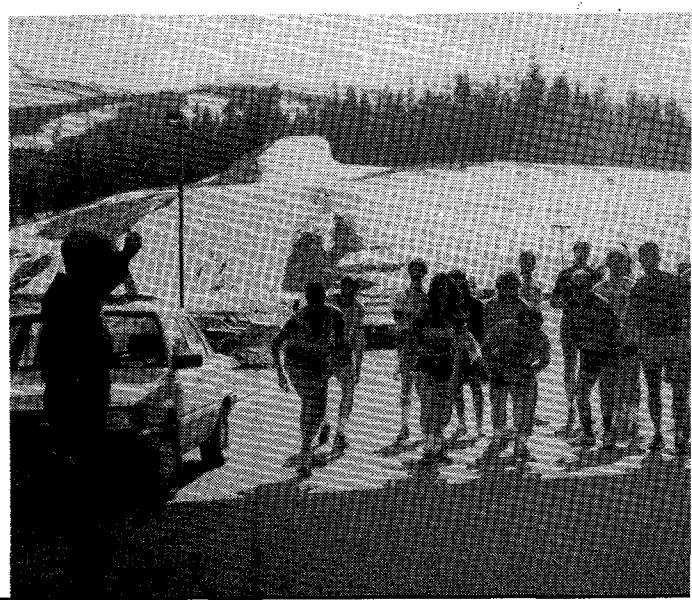
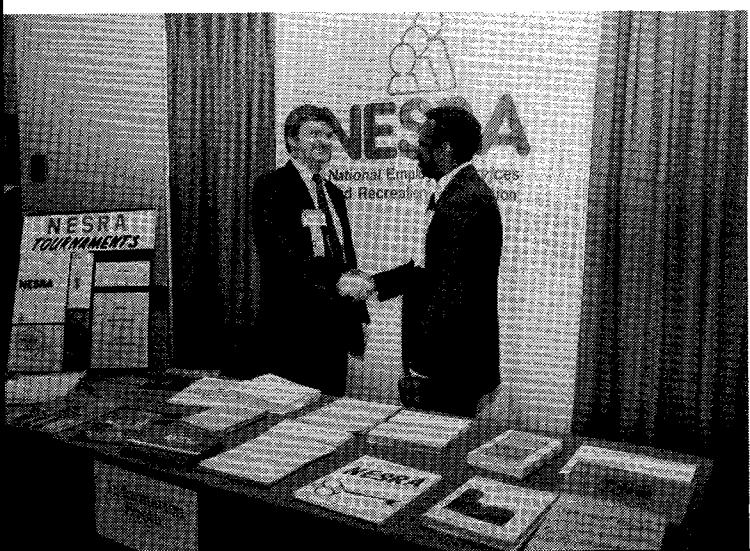
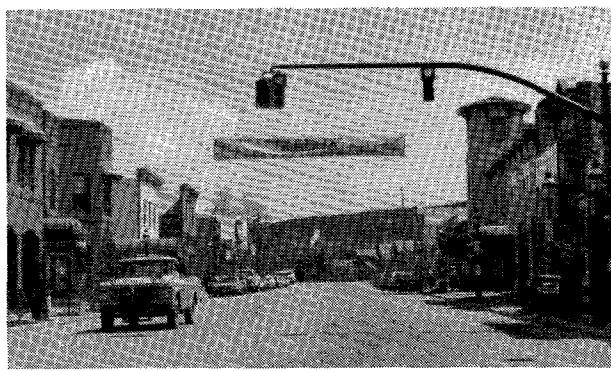
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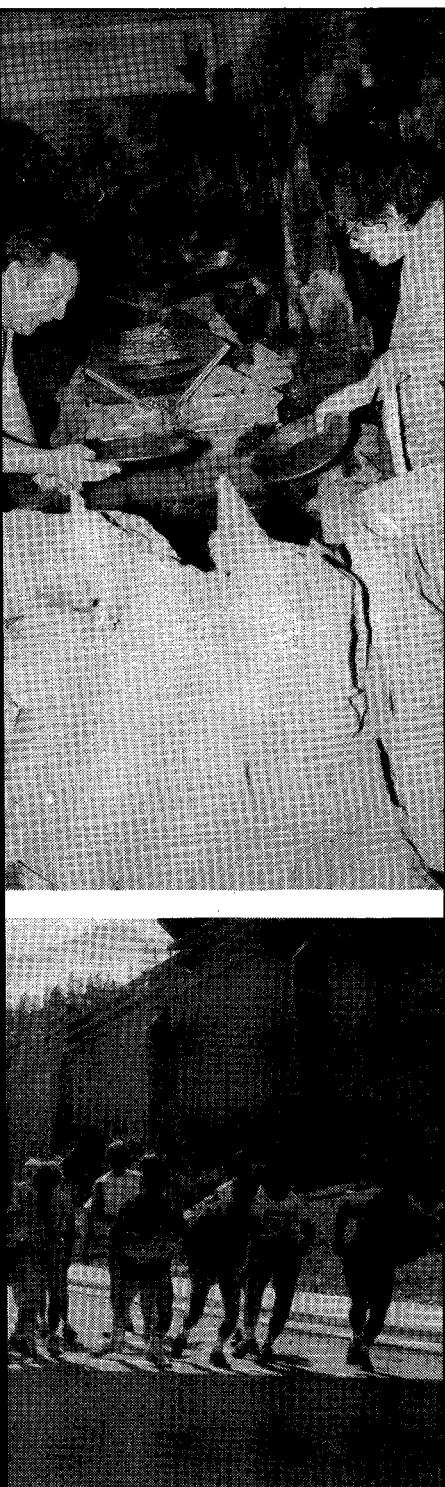
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Prospecting For

HIGHLIGHTS OF THE 43RD ANNUAL NESRA CONFERENCE AND EXHIBIT



Knowledge



Meeting the Recreation Needs of Today's and Tomorrow's Workforce

In 1964, no one imagined that by 1984 a woman would run as a vice presidential candidate, a shuttle would make space exploration a frequent occurrence and a wellness movement would capture millions, from doctors and business professionals to school-children and retirees, by encouraging them to abandon sedentary lifestyles in favor of practicing and preaching regular exercise. Because twenty years ago, few dared to clarify the ambiguous future by carefully studying the trends of the present.

Identifying trends to paint a more detailed picture of the future has become society's latest obsession. Virtually every day, studies, polls and experts fill the media with their predictions. This natural intrigue with the future society is also what made *Megatrends* a megabook in terms of sales and impact.

In the keynote address delivered at the National Employee Services and Recreation Association's 43rd Annual Conference and Exhibit, Michael H. Annison, former *Megatrends* researcher and current president of the Westrend Group, pointed to a future radically different from the one most Americans have grown comfortable with. This new society, he assured an audience of more than 300 employee services managers, holds immense potential for employee services and recreation.

"As we continue to find different forms of work and changing jobs," said Annison, "all those functions that have to do with . . . the corporate culture . . . and building a social fabric in the workplace, are going to be increasingly important."

"It's the single most exciting time

(From top left, clockwise): Michael H. Annison points to a bright future for employee services managers in the keynote address; conference delegates prospect for gold in the NESRA Gold Mine Exhibit Hall; after Friday's educational sessions, a group of delegates participated in the NESRA fun run; Pat Stinson (left) NESRA executive director and Leroy Hollins (right) 1984 conference chairman and NESRA president-elect congratulate each other on one of the association's most successful conferences in its history; delegates struck it rich with the wealth of suppliers on hand in the exhibit hall; and (center photo) the entire town of Breckenridge saluted NESRA with a welcome banner on Main Street.

Knowledge

in the history of the American society," he added, "because we're changing everything. And the whole world is painfully and slowly coming to the values that undergird everything you (employee services and recreation managers) do."

THE NEW SOCIETY

Americans are undergoing an entire restructuring of their country, according to Annison. Significant changes are already evident in the health care, educational and governmental systems, along with private sector business.

"We're restructuring all of the institutions of the society so they conform to the needs of an information service economy, which is getting stronger in this country almost every day," noted Annison. "We're moving away from the old industrial structures of the past and simply rebuilding everything."

The nature of work is changing, Annison reported, as are the nature of jobs and the demographics of the country. Such changes have altered the composition of the workforce and the values and perceptions of employees—all of which impacts the types and scope of employee programs.

The emerging societal trends, such as the movements toward an information society, global economy, multiple option housing, victims' rights legislation, increased private sector involvement and preventive health care and wellness, will affect every person, every job description, every family and every perception of the future.

Contrary to popular thinking these trends, Annison pointed out, start locally and then expand across the country. Decision-makers in Washington get the message last, not first. "What we are as a nation is the result of all the cumulative changes in towns and cities all across the country," he said.

The primary shift in the U.S. today is from an industrial to an information society. Now only about one out of every five Americans actually produce something for a living. The rest provide some form of service or infor-

mation. Noted Annison: "This trend suggests an agenda in terms of changing business in the United States . . . changing the symbols, the myths and the things we look at to tell ourselves what's going on."

economy is changing."

THE CHANGING WORKPLACE

In an information services economy, the nature of jobs is dramatically different than that of an industrial economy. Work schedules are more flexible in an information service society; the work itself is more cerebral in nature; and workers are more mobile.

Throughout the first half of this century, most workers performed manual labor for more than 50 to 80 hours each week. Typically, they worked for one employer until they retired.

In this new economy, the average employee will change jobs six or seven times in the course of their careers, according to Annison. Employee services managers will play an integral role in assisting workers with adjusting to the corporate culture and balancing the sedentary nature of work with physical outlets.

... you're going to have to figure out how to do in 1985 what you did in 1984 for less hard dollars. And you're going to have to serve more people with better programs.

Annison criticized those who continue to look at the steel industry, auto production levels and kilowatt hours as economic indicators. The steel and auto industries have stabilized at a lower level, he said, and kilowatt hours measure industrial output not intelligence, the strategic resource of the information society.

The driving force of new business in the changing economy is the small company, not the large corporation, explained Annison. "The Fortune 500 have eliminated over a million jobs in the last 10 years and continue to go down in employment as they get more productive," he emphasized. "The small companies of less than 20 people account for two thirds of the new jobs, over 80 percent of these coming from corporations that are less than four years old."

"If you believe the economists who say the economy is coming back and that we've been in a recession and everything's going to be fine," Annison argued, "you probably also believe in the tooth fairy, Santa Claus and the Easter Bunny. That simply is not what's happening in this country. The entire

The demographics of the workforce are also changing. The U.S. will be labor-short in the year 1990, said Annison. "We will have more jobs than people in the year 1990 because we've staffed the society for the baby boomers who aren't being replaced by the smaller and younger cohort," he noted.

This decreasing supply of younger workers will place greater pressure on human resource professionals to keep people in the workplace longer. Employee services managers must plan on programming for a diverse audience, including part-time, younger, older and more minority workers. Services and benefits offered to workers will need to meet the diverse interests and values of the new workforce.

Higher quality employee programs at lower costs will also be required. Because U.S. corporations have to compete with other countries in all markets, production costs must go down.

"What you're going to have to figure out is how to do in 1985 what you did in 1984 for less hard dollars," stated Annison. "And you're going to have

CONFERENCE HIGHLIGHTS

"As you prospect for knowledge here in Breckenridge, I sincerely hope that each of you will strike it rich with ideas to make your programs even better."

Leroy Hollins, 1984 NESRA Conference Chairman

"Now is a time of unbelievable opportunity. The foundations employee services managers build now will determine not only how companies will treat their employees in 1985, but how they will treat their workers through the balance of the decade and beyond."

Michael H. Annison, president of the Western Group and former Megatrends researcher, from the session "Meeting the Needs of Today's and Tomorrow's Workforce."

"Participation in employee recreation reduces turnover and absenteeism and enhances job satisfaction and motivation—all of which enhances worker performances and increases company productivity and profits."

Craig Finney, Ph.D., professor of recreation and leisure studies, California State University/Northridge, from the session, "Impact of Employee Services and Recreation on Productivity."

"It's not what you have that counts. It's what you do with what you have."

Bill Brooks, president of William T. Brooks and Associates, from the session, "Understanding Yourself to Energize Personal Performance."

"If we now have come to the point where a growing number of people are recognizing that more than half of the things that cause us to be less productive at work are our fault, isn't it in the employer's best interest to help us as individuals eliminate . . . the things we do to ourselves, like smoking, drinking too much and not exercising enough?"

Jeff Bauer, consultant and professor, University of Colorado/Boulder, from the session, "Promising Approaches to Health Promotion at the Workplace."

"Potential programming space exists everywhere . . . (but) you have to use the most valuable waste space of all—the talents of the people in your company."

John Leslie, retired manager of employee recreation, 3M Company, from the session, "Golden Waste Space."

"People with a high need for achievement are not the people you want running your companies or programs. They tend to not be good managers. What you need for managing is the integrator role . . . people with high needs for affiliation, higher than average needs for power and lower than average needs for achievement."

William Curra, director of human resources, Martin Marietta Aerospace, from the session, "That Urge to Achieve."

"We support employee services and recreation because it promotes happier, healthier lifestyles and creates a stronger, more positive work environment, which makes our employees and the company more productive."

Mark Wright, director of health services, Adolph Coors Company accepting NESRA's 1984 Employer of the Year Award for William K. Coors.

"This was the best conference I've attended in the last eight years."

J. D. Smith, general manager, General Dynamics Recreation Association (conference delegate).

" . . . Overall an outstanding show."

Philip Cantwell, director of marketing, Health Resources Group (conference exhibitor).

to serve more people with better programs."

FIVE KEY TRENDS

Other emerging trends Annison and the *Megatrends* research team identified suggest increased opportunity for employee services and recreation managers.

The first trend, from a centralized to

a decentralized society, points to a future with an acceptance of the participatory management approach and the breakdown of traditional hierarchies.

A recent Gallup poll revealed Americans' confidence in big institutions has drastically dropped. People are turning away from those institutions that do things for them to organizations that help them do things for themselves.

"The wellness movement is thriving

and keeps growing," Annison explained. So is the interest in cultural, social and recreation activities. "People are turning out in record numbers to schools who teach hobbies or a foreign language," he said.

Great numbers of employees will participate in the programs employee services and recreation managers develop if the future follows present trends. "Increasingly, we see employees de-

Knowledge

siring to be active in a number of ways," Annison commented.

Society is also shifting from a world of quantitative measures to a world in which people focus on quality. A quantitative approach cannot accurately evaluate every subject, Annison suggested. "By every single quantitative measure, we won the Viet Nam war," he said. "Our problem was in the quality of what we did."

Such a shift in judgment should boost the stature of employee services. "The world that reinforces a better understanding of what you do, the world that emphasizes quality," Annison told his audience, "is simply getting stronger. That ought to make it easier for you to sell discount programs, travel programs or wellness programs in the future."

In addition to greater acceptance, employee services managers can look forward to more options in the future, said Annison. "We're moving from an either/or society to a world of multiple options," he maintained. "We're no longer dealing with choices of being either in school or out of school, married or unmarried, employed or unemployed. Now we're in a world of explosive options."

Fifty-five million Americans are already involved in alternative learning systems. In social relations, the family is getting stronger, though the structure

is different. In the consumer market, there are more options for mailing letters, making phone calls, placing investments and watching television.

Such changes open up opportunities for employee services managers. Their audience expands to include more than the employee, but his or her family and community as well. Managers can also take greater advantage of shared facilities with their surrounding community. In regard to staffing the programs, volunteers along with part-time employees rise as possibilities. Finally, as employee interests double or triple in the upcoming years, managers must challenge themselves by developing a greater variety of programs.

The fourth trend Annison cited was the shift from a world of forced technology to a world where people accept technologies because they exist in balance with human values. Interaction with 'high tech' cannot replace human contact.

"We rejected the computers in the sixties when they told us it would make us efficient and effective and eliminate many human tasks," he explained. "We accepted them only recently, when the kids told us about the computer games."

Employee services managers can strengthen the high touch side by focusing on people and services, said Annison. People learn better when they learn with each other.

The final shift Annison identified was the move from a world of hierarchies to a world of networks. "Economic growth in this country is driven by networks, not companies or governments," he noted. "The healthiest areas of the country—the Silicon Valley, the Research Triangle—are all strong partnerships between a strong educational system, an aggressive private sector and enlightened public officials who have banded together to strengthen the community."

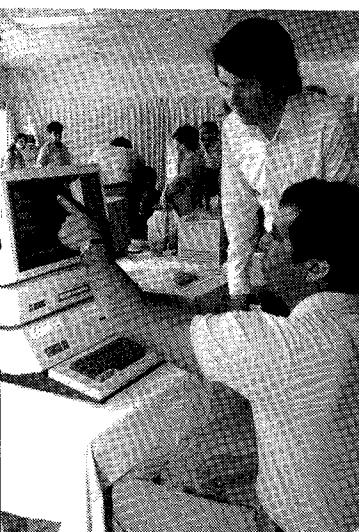
Networks of city governments, school districts and the private sector open up more opportunities for employee programs through shared facilities and resources. Similarly, partnerships between large and small companies enable managers to provide higher quality programs to more people at a lower cost because of shared resources.

Professional associations such as NESRA will also grow as individuals see the advantages of networking and sharing ideas with peers.

Now is a time of unbelievable opportunity, according to Annison. The course employee services and recreation managers take now will not only determine how companies will treat employees in 1985, but through the balance of the decade and beyond. What happens to the field, he said, will not be settled by legislators in Washington or executives in corporate boardrooms. The future of employee services will be determined by the individual practitioners.

"It's the single most exciting time in the history of the American society because we're changing everything," he emphasized to employee services managers.

"The concern about employees is getting stronger," he added. "The concern about the family and how we treat each other is getting stronger. Your challenge now is how best to take advantage of these changes that are coming in this society."



Other highlights of the NESRA conference included a computer workshop (left) and the continuing education workshop, "Implementation of an Employee Health and Fitness Program."

Training the Volunteer

For a new employee to be productive adequate training is imperative. Quickly learning policies and procedures, understanding responsibilities and adjusting to the corporate culture hasten what can be a successful transition into a new environment. For the sooner an employee is fully oriented, the sooner the company can benefit from his or her talents.

The same holds true for volunteers. Only through clear and comprehensive orientation and training can their talents be fully realized.

"The biggest complaint among volunteers is they feel they are alone in what they do," notes Terri Oropenza, recreation coordinator at Gould AMI Semiconductors in Santa Clara, California. "By establishing a clear organization, they gain more support. And by helping them establish a few concrete goals, they stay on board longer and don't get involved in too many things."

Oropenza worked with a graduate student intern to develop a new handbook for the Gould AMI employee recreation club, the Rec Council, the group that organizes the social, recreation and athletic activities for the company's employees and their families. As a companion tool, an orientation procedure guideline was also developed to affiliate new Council members.

Included in the *Rec Council Handbook* are information on the value of employee recreation, membership and committees, Council goals and objectives, bylaws, budget, committee planning and resources, as well as an organization chart, events calendar, minutes and sample correspondence. The *Orientation Procedure Guideline* includes a discussion on how the Rec Council fits into the Gould AMI culture, its charter and its long and short term goals.

In use since May of 1983, both orientation tools have helped to better acquaint new members with their responsibilities when joining the Rec Council, according to Oropenza. As a result of these tools, she believes new members are more aware of their responsibilities and the functions of the organization. They have a greater commitment to the Rec Council and are more productive. And, just as important, they become more effective recruiters of new members. Ultimately, she says, this adds to the success and stability of the employee services and recreation program.

DEVELOPING THE TRAINING TOOLS

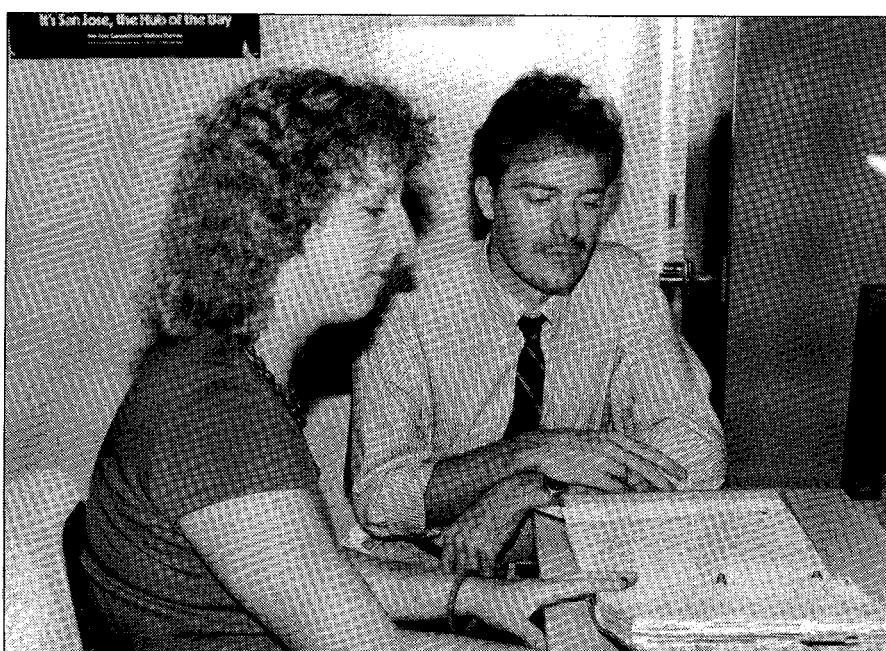
Currently, 20 members of Gould AMI's Rec Council plan and organize 64 activities for the 1,500 company employees and their families with the

assistance of a full-time recreation coordinator and an advisor (the corporate manager of employee relations).

The members' workload has grown tremendously in recent years. Since 1981, the number of activities offered to employees and their guests has increased from 11 to 64. Also in 1981, participation in the overall employee services and recreation program stood at 42 percent. "As of 1983, participation was up to 56 percent," reports Oropenza.

This growing interest in employee services and recreation, along with the expanded programs, underscores the importance of adequate training for Rec Council members, who are all volunteers.

"A major frustration among volunteers is re-inventing the wheel," Oropenza points out. "Through the orientation and training program we give them enough background and clarify their responsibilities quickly enough so



Terri Oropenza trains a Rec Council volunteer.

PROGRAM SPOTLIGHT

they can be effective as soon as possible."

Because the Rec Council frequently enlists new members, a well-defined training program also saves Oroeza time. She follows a standard orientation procedure for each newcomer, with whom she personally meets after they attend the required two meetings of the Rec Council.

The two Rec Council training tools, the *Rec Council Handbook* and *Orientation Procedure Guideline*, were developed after gathering input from a variety of internal and external resources. Oroeza's graduate intern contacted volunteer coordinators from the United Way, the San Jose Chamber of Commerce, Community Association for the Retarded and the Volunteer Center of Santa Clara County for pertinent information on volunteer procedures. Employee recreation managers at IBM, Lockheed, Zentec and Atari were also contacted.

What the intern found were no formal training or orientation procedures. So, to develop such procedures for Gould AMI's Rec Council, the intern sent a questionnaire to past and present Council members to determine those issues deserving attention from newcomers.

Of 15 areas listed on the member questionnaire, 12 were selected for inclusion in the handbook. They include: the Rec Council's history; membership committees and responsibilities; Council goals and objectives; bylaws and rules; budget and treasury report; committee planning; a calendar; minutes and agendas; notices and memos; notes; resources; and miscellaneous. An index and a page numbering system were also included to allow for easy updating.

As a companion tool, Oroeza's intern developed the *Orientation Procedure Guideline*, which is used by Oroeza when affiliating new members. This guideline standardizes the orientation procedure, so each newcomer receives the same initial training and all other members learn the same updated information annually.

AFFILIATING NEW MEMBERS

New Gould AMI Rec Council mem-

bers are recruited at the new employee orientation, through the company newsletter and by word-of-mouth. After they attend two consecutive Council meetings, Oroeza trains each of them in an individual session using the *Rec Council Handbook* and *Orientation Procedure Guideline*.

"At the very first Council meeting attended by the potential member, I give them an interest survey and brochure describing the programs and services offered to our employees," explains Oroeza. "Then, within two weeks of becoming a new member, I set up an orientation meeting to acquaint the members with the *Rec Council Handbook* and their responsibilities."

During the orientation meeting, Oroeza gives the new Council member a personal copy of the handbook and highlights key areas such as the Council's goals and objectives and the year's events. She also asks the new member to sign up for the committees they are interested in, such as the company picnic, children's Christmas party or the adults' annual social event. The new member departs with a Rec Council poster and flyers to post around his or her work area, along with an evaluation form to return with comments on the orientation session.

On their own, new Council members read the *Rec Council Handbook* in greater detail. Through the book's introduction, the reader learns that "through recreation, people can develop the physical, mental and social parts of their personalities. Experts in the health field agree that . . . participation in activities and exercise will help individuals to be physically skillful and totally fit; . . . significantly aids in a person's emotional stability . . . ; the participant gets a sense of belonging to a group yet learns to be independent as well; and recreational activities help individuals learn and develop social skills, aiding in their acceptance as group members."

In addition to defining the purpose of recreation, the *Rec Council Handbook* details the history of the Rec Council and explains, ". . . this organization was set up by and for employees and its continued success will

be the result of their interest and participation."

New members gain a clear understanding of how the Rec Council's committees operate through one section of the handbook. Besides providing a Rec Council membership list, committee descriptions and responsibilities, the handbook offers recommended steps to take in planning a project. Specifically, it suggests the chairman first appoint a committee and then set a budget meeting where all expenses are identified and various committee members are assigned to research each expense. In a subsequent meeting the budget then can be evaluated and approved.

Under the "Committee Planning" section of the handbook, members get an event checklist, ideas for the publicity and promotion of recreation events and a sample critique for social activities.

Because good meetings do not just happen, the handbook outlines parliamentary procedure, which gives meetings the order and direction necessary to carry on efficient business.

Gould AMI's Rec Council new member orientation and training program is based on the quality circle approach that works quite well for the company, says Oroeza. It encourages early identification of problems and solutions, research, evaluation, and most important, a group effort.

"Using a business process like this in the Rec Council helps members become more businesslike on the job," emphasizes Oroeza. "And that helps our whole program get more management support. The whole quality circle approach increases the quality of work-life in the workplace. That, of course, parallels the entire philosophy of employee recreation."

Health Promotion in the Workplace

A healthy employee is something that is now being respected by the people that make the dollars and cents decisions in the work setting.

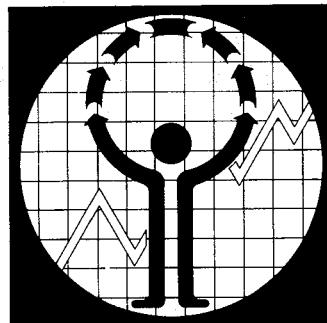
"Employees are in control of the majority of things that cause them to be sick or injured," Jeff Bauer, consultant and professor at the University of Colorado/Boulder told attendees of the National Employee Services and Recreation Association's Annual Conference and Exhibit in May. "This is a concern to an employer because the sickness or injury is a day's loss from work and money down the drain."

This concern of corporate America is a late 20th century phenomenon, said Bauer, which parallels the growth of health promotion and disease prevention within society as a whole. As recently as the 1950's, employees believed that if an employee had a health problem, it was not his or her fault. Rather, illness and injury was viewed as an act of God.

"In 1984 we have a very different concept," explained Bauer. "In roughly 35 years, we've reached a point where the surgeon general of the United States is suggesting that more than half of the illnesses and injuries that affect the American workforce can be blamed on lifestyle and environment. They're not accidents. They're not acts of God. They're the results of conscious decisions that we make on how we treat our own bodies and minds."

Bauer cited employee recreation and fitness as an increasingly important tool in helping people solve the health problems under their control.

"If we now have come to this point where a growing number of people are recognizing that more than half the things that cause us to be less productive at work are our fault, isn't it in the employer's best interest to help us as individuals eliminate . . . the things we do to ourselves, like smoking, drinking



too much and not exercising enough?" asked Bauer.

APPROACHING MANAGEMENT

To promote health and prevent disease Bauer recommended employee services and recreation managers develop programs based on some sort of scientific rigor. "By getting research behind the technique, you avoid getting involved in something that might actually cause damage," he said.

Bauer cited such research-backed programs as smoking cessation, dieting/nutrition and exercise. He cautioned managers about the lack of data behind other wellness activities, like biofeedback and yoga.

Armed with sufficient research supporting specific programs, employee services managers should then approach management with information proving the benefits of such programs at the workplace, suggested Bauer, particularly in the areas of cost-containment and productivity.

In boardrooms today, management has expressed considerable concern about escalating health care costs. Too many business leaders ignore a practical solution: employee services and recreation.

The law of supply and demand does apply to health care. "A key dimension in health care cost containment is reducing the demand," noted Bauer. "To

do that, we must cause people to use fewer health care services by virtue of being happier and healthier."

Productivity is also positively impacted by employee services and recreation. "There's plenty of literature that shows an employee who is fit and benefits from good health promotion and disease prevention programs is a much more productive employee," Bauer said. "Absenteeism is less with a healthy workforce. Coincidentally, unit labor costs also fall, turnover goes down and employee recruitment and retention are improved."

Unhealthy lifestyles do cost companies money, he emphasized. Time-motion studies show that for the average smoker, 29 minutes a day is occupied by smoking activity. The Health Insurance Society of America says company insurance premiums are \$72 higher per year per smoking employee because of the fires caused by their cigarettes.

Lower back injury is the top workers compensation claim today. Combating obesity and improving overall physical fitness can reduce those claims. Unhealthful eating habits, encouraged by the availability of junk foods and sporadic eating patterns, result in workers with low blood sugar levels. And these workers experience more on-the-job injuries.

Finally, Bauer pointed to seasonal athletic injuries as another cost of an unhealthy workforce. "If you don't have a consistent approach to recreation throughout the year, seasonal injuries will result," he emphasized.

PROGRAMMING HINTS

Once employee services managers receive management's support, their programs can be developed and designed to reach virtually all of the workforce. Bauer offered the follow-

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ing hints to create more attractive health promotion programs:

- **Facilitate individual efforts in health promotion.** Further develop what people are already starting to do on their own, like quitting smoking and regularly exercising. Conduct surveys to identify the specific interests of employees and harness that to develop programs that appeal to their natural inclinations. Or, at the very least, provide them with information that reinforces healthful living.
- **Develop the recreation and fitness programs as lowest common denominators.** Make the program support employees' primary concerns. There are many kinds of sports and activities that can achieve the bottom line: exercise.
- **Help employees find what is appropriate for them.** Different people come to an exercise or fitness program with different physiological capabilities. Reach their individual skills and interests as much as possible and help them determine the goals they can achieve. A jogging program with several levels is just one example of this.
- **Sponsor programs of proven worth.** Recreation, fitness, nutrition, smoking cessation and seat belt awareness programs have been proven to be cost-effective.
- **Involve employees' families as much as possible.** "The family is the key to success for quite a few health promotion programs," said Bauer. "Smoking cessation and dieting will fail unless the family is involved."

To the extent employee services, recreation and fitness managers look for input from employees and show the boss that there is a lot they can do that is reflected in the bottom line, they will face an optimistic future, noted Bauer.

"There's an enormous amount of good to be done out there," he concluded. "And we are in on the ground floor of a new revolution in employee health benefits—helping people keep healthy."

Motivating the Modern Employee

by Robert W. Goddard

If someone asked you to name the most serious management challenge of the next decade, what would your answer be?

Increasing the productivity of employees?

Reducing waste and operating expenses?

Improving the knowledge and skill of people?

Raising worker morale?

It is doubtful that anyone would mention motivating a modern workforce as the most serious challenge. Ironically, this is one of the most difficult tasks that managers will face in the years ahead.

Today a new breed of employee is arriving in increasing numbers on the North American business scene. Compared to workers of 10 to 20 years ago, these employees are better educated, more interested in achieving objectives than following orders and procedures, more loyal to their disciplines and professions than to their employers, and much more concerned about the quality of their worklife and the self-fulfilling aspects of their jobs.

Studies have revealed some characteristics which are typical of this emerging new breed in the workplace—the “new values” workers:

- they want meaningful work;
- more energy and attention is devoted to leisure-time activities;
- they display a combination of super confidence and fear;
- they are indifferent to traditional penalties for poor performance;
- they have an intense need for personalized feedback and recognition;
- they exhibit a stepped-up sense of time which translates into an unwillingness to wait for career success;
- they show a desire for autonomy, the authority to get the job done,

and input into decision making;

- they possess a strong interest in informality and less rigid authority in organizational structure; and
- they are involved in a wide array of lifestyles.

The complicating factor in this shift from self-subordination to self-absorption is a measurable drop in long-term optimism. New values workers, for the most part under 35 years of age, look at the unstable economy, inflation, and shortages, and can see the pie shrinking. They know that the number of ap-

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plicants for mid-career promotions will double, and possibly triple, during the next two decades as the prime-age workforce (25–54) swells to more than 75 percent of the working population. It is no longer a certainty that, simply by sitting in one place and waiting to be recognized, they will wind up with the piece of the pie they envision for themselves—or that they will get any at all.

Thus today's new values workers are hard to motivate. A cushy, across-the-board benefit plan, job security, and regular wage increases won't work because what were once regarded as rewards are now considered entitlements and, in some cases, entrapments. The

current brisk pace of replacement hiring underscores this point.

“The old values of loyalty, allegiance, and the intrinsic benefit of hard work are eroding fast,” says Florence Skelly, president of Yankelovich, Skelly and White, Inc., one of the world's foremost public opinion firms. “What we see developing now is a self-centered, ‘What's in it for me?’ culture—a culture of narcissism.”

What, then, can be done to turn these new values to positive and productive advantage?

According to Ted Mills, chairman of the American Center for the Quality of Work Life in Washington, D.C., managers must first pull themselves out of the trap of equating productivity with efficiency, as the two are not the same. “In none of the definitions of productivity is the word ‘quality,’ whether of product or service, even mentioned. The term as it is being used is totally lacking in precision. In plain fact, the decline of productivity has little if anything to do with the worker. The fault lies with the financial community. Capital productivity is at a disgracefully low level.”

The problem, as Mills and others see it, is worker dissatisfaction—not worker performance—and a growing mismatch between incentives and motivations. Daniel Yankelovich, chairman of Yankelovich, Skelly and White, Inc., says, “Formerly management had the tools for motivating people adequately enough to ensure ever-increasing productivity. This is no longer true. People's values and attitudes have changed faster than the incentive system. . . . The tools we rely upon to give people incentive to work hard and effectively have become blunted.”

One of the most pressing tasks facing corporate leadership today is to develop and maintain a working climate that will stimulate rather than stifle employees. Over the past 10 years, most

MANAGER'S MEMO

... motivating and assisting people to achieve specific, realistic objectives that they have helped set is the most productive way of managing a modern workforce.

of the studies undertaken on the subject of turnover indicate that there is a large gap between what top management thinks workers want and what they actually desire.

One survey, conducted in 1969 by the Research Center of the University of Michigan, reported that 1,533 workers from a variety of occupational levels *all* ranked interesting work and the authority to get the job done far ahead of good pay and job security. These findings have been confirmed in more recent studies in 1973 and 1978. Although today's high unemployment certainly has increased the motivational value of job security, the benefit will be fleeting as labor surplus gives way to labor scarcity during the next decade.

WHAT YOU CAN DO

Managers can do much to motivate and retain valuable employees, especially the new values variety.

Assume the role of "results" leader. Unlike past managerial approaches, which were based on management as a system of authority, present managerial styles tend to be based on management as a resource. The growing use of management by objectives incorporates this philosophy. So do most performance appraisal programs which stress goalsetting and the achievement of results. Today, in more and more organizations around the world, the subordinate and manager together work toward mutual objectives by using the skills, knowledge and aptitudes of both to solve problems and achieve results. It is an approach of power through people, not over them.

This philosophy is based on the growing recognition that results management, which is the process of motivating and assisting people to achieve specific, realistic objectives that they have helped set, is the most productive way of managing a modern workforce.

Always define a person's job and the expected results. Survey after survey reveals that unfulfilled expectations are a leading cause of turnover, and that employees who are given an accurate picture of their jobs are less prone to

quit and also tend to be more satisfied.

Individuals should receive realistic and complete information about the job, including any negative aspects. Given the facts, people are able to determine with some precision whether particular job situations will fit their needs and abilities. Further, they develop realistic expectations about the nature of the work, and disappointment is minimized. To forestall any problems, responsibilities, authority, and methods to be followed should be defined and agreed upon at the outset.

Treat each employee as an individual. Since contemporary employees value good personal relationships and personal recognition, they work best for managers who create an environment where people work because they want to, rather than need to; where personal feelings contribute to, rather than detract from, task accomplishments; and where rewards, rather than punishments, get the job done.

Research evidence reveals that no one management style is better than another in creating the proper environment—it all depends on the individuals being managed. Managers must be able to diagnose specific situations, recognize individual differences, and alter their behavior accordingly.

Provide opportunities for employee input in planning and decision making. Today's young people want to be involved in the decision-making process. They have spent much time making decisions about their lives and careers, and resent being governed for 40 hours a week by corporate rules which were not of their making and which they lack the power to change. What they seem to be saying is, "The boss should talk it out with me before he makes a decision. Don't treat me like a number. Treat me like a person. Listen to me."

One of the most positive steps a manager can take is to involve each subordinate in setting his or her own work and career goals. In many performance appraisal, productivity management, and management by objectives programs, organizations are attempting to involve employees in this process by focusing on two equally im-

MANAGER'S MEMO

portant targets: fostering commitment to company objectives and cultivating the personal growth of each employee.

Encourage self-development and point out opportunities for advancement. Projections indicate that the rising demand for more highly educated workers during the next two decades will intensify employer involvement in the total education of employees. Subordinates must be psychologically prepared to take repeated and continuous training and to think hard about the logical career paths within the organization.

The rapid changes now occurring in every field of endeavor cause many individuals to feel insecure in their work and unprepared to face new and difficult work challenges. People need faith in their abilities to face these changes, and managers need to encourage and support their efforts to grow and develop in a job specialty or profession, to take on assignments that will enhance career development, and to assume greater responsibilities when ready.

Encourage creativity and keep jobs as challenging as possible. Leisure activities such as skiing, hang gliding, scuba diving, and mountain climbing have become run-of-the-mill activities for today's youth. To reach these new workers, managers must appeal to this sense of adventure and provide opportunity for them to take risks and grow in their day-to-day jobs.

One way is to increase job redesign and job reassessments to better use skills, knowledge, and experience. Another is more effective delegation.

Subordinates should be allowed to take on as much responsibility as they feel comfortable with. The ideal climate for new values workers is one which encourages and supports innovation, examines existing procedures and practices, and experiments with new behavior. In this environment, employees can develop creative ways to solve new or recurring problems, adopt challenging standards of excellence, and try newly developed techniques.

Set up effective channels of communication. An open-door policy and ongoing dialog are essential to today's workers. This means providing em-

ployees with the information they need to do their jobs, discussing work-related problems with those seeking advice and counsel, criticizing and correcting, and listening. Feedback is particularly important because many professional and technical jobs aren't clearly defined, and feedback doesn't come automatically from the job itself. People need information on how they are doing in order to grow and develop.

Give praise and credit when due. Praise is one of the major psychological considerations of leadership and an intense personal need of the new values worker. Recognition for a job well done reinforces an individual's self-image and self-satisfaction and increases the desire to make a greater contribution in the future. The most effective praise is that given in quantitative terms. Not just, "You're doing fine," but, "You did a good job on the ABC project. Your results are consistently above standard, and when I see how you do your work, I know why."

Be aware of changing values. Take the time to learn how contemporary workers think and what turns them on to opportunities in private enterprise.

According to behavioral scientist Frederick Herzberg, "Finding out what employees want and need today is like listening to a schizophrenic word salad for hidden meanings in such code words as tradition, work ethic, career rights, participation, and quality of worklife." In order to understand and motivate the new values worker, we will all have to sharpen our human relations skills, and learn some new ones.

In summary, we can no longer rely on old incentives to stimulate people. We are in the midst of transition. Pressures to improve human productivity are increasing. The attitudes, ideals, and goals of employees are shifting. Management by authority is giving way to management by motivation, objectives, and teamwork. How managers adapt to these changes will have enormous impact on the work results of their people and on their own managerial success.

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on old incentives to
stimulate people.**



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NEW PRODUCT AND SERVICE GUIDE

Employee Self-Improvement That's Affordable

Learn Incorporated, a leading publisher of employee self-improvement programs recently announced special discount opportunities for organizations that belong to NESRA.

For the first time the internationally acclaimed Speed Learning Self-Study course is available to NESRA member's employees for 45 percent off the list price. Nationally sold for \$99.95 (plus \$5.00 shipping/handling) the course—which consists of four audio-cassettes, three text/workbooks, five practice paperback books, and a handsome library container—may be offered at participating NESRA organizations for \$54.95 delivered.



Learn Inc.'s Speed Learning Self-Study Course.

Developed by Dr. Russell Stauffer at the University of Delaware, speed learning has proven to be much more effective than speed reading. Over 300,000 people have used this program to build rapid reading and comprehension skills, including employees of IBM, RCA, General Electric, Texas Instruments and Du Pont.

For more information on this special discount opportunity and other offers, contact Lee Attix, National Accounts Manager, LEARN Incorporated, 113 Gaither Drive, Mount Laurel, NJ 08054, (609) 234-6100.

The Path to Fitness: Health-Trail

The Health-Trail concept of aerobic exercising develops cardiovascular

conditioning, muscle tone, and flexibility resulting in the ultimate fitness program. The Health-Trail exercise system combines a series of 12 to 20 scientific and medically designed exercise stations located along a one- to two-mile jogging trail. The Health-Trail Fitness Program offers graduated physical levels from beginner, to intermediate, to expert. With a detailed exercise instruction sign at each station, the participant can proceed through the course without professional supervision.

All Health-Trail Systems are fabricated from decay resistant select grade No. 1 or better Western Red Cedar. Each feature durable, vandal-resistant signs with a 5 year warranty. Each station sign can be imprinted with the name of a sponsoring group at no additional charge. Low-cost installation comes with all introduction, station and finish signs that are shipped completely assembled. Minimum concrete is required.

The Health-Court is designed to fit into a 40' × 80' space with a warm-up court and a cool-down court. It features 14 exercise stations and comes with a Western Red Cedar border. The Health-Court ideally should be placed near a jogging or bicycle path, swimming pool, or other recreational area. This encourages aerobic exercising between courts.

The Health-Stretch is an outdoor awareness court which fits neatly into a 30' × 30' space. Since 12 minutes is all that is required to complete the Health-Stretch program, it fits easily into any break program.

For more information contact Robert Woodson, president, R. E. Woodson, Inc., 3520 Dewey Avenue, Rochester, New York 14616, (716) 865-0554.

Target Zone Aims for Whole Body Fitness

THE TARGET ZONE: AIMING FOR WHOLE BODY FITNESS, a new 30-minute film from Pyramid Film &

Video, introduces the Target Zone Exercise Program, a simple, safe and effective way for anyone to achieve new health, energy and well-being through regular pulse-monitored exercise.

Incorporating the most current cardiovascular research, *THE TARGET ZONE* tells its audience how to find their pulse-rate range for maximum aerobic benefit (the target zone) and shows how to lose weight, reduce cholesterol, manage stress and reach peak physical fitness with enjoyable exercises paced to suit their age and condition.

The film follows six volunteers, who selected their own activities and monitored their own progress, through a 12-week program of Target Zone exercise. At program's end they reported dramatic changes in weight and muscle tone, blood pressure, aerobic capacity, energy level and attitude.

Produced by Image Associates, *THE TARGET ZONE* is especially useful as motivation and instruction in corporate and employee fitness programs. It is available in 16mm and videocassette for purchase (\$455) or 3-day rental (\$60).

Call Pyramid Film & Video toll free, 800-421-2304, for purchase or rental information.

Over 1,000 Sporting Goods Available Through Mail Order

The 1984 *GOOD SPORTS* catalog contains over 1,000 products for physical education, special education, athletic, and recreation. These were selected from an inventory of 100,000 products for their special interest, and featured at the lowest prices available to introduce sports and recreation directors to the fastest growing mail order company in this market.

A free catalog is available from Good Sports, 610 South Mathilda Street, Pittsburgh, PA 15224, 412/621-6644.

The NESRA

NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 827-0497.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Contact Rebecca Gregory—(319) 395-3521.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terrell Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jim Christian—(619) 695-5514.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

CONFERENCES & EXHIBITS

The 1985 NESRA Conference and Exhibit will be held May 2-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.

September 6-9, 1984. NESRA Region VII Conference and Exhibit. Camelback Inn, Scottsdale, AZ.

October 12-13, 1984. NESRA Region V Conference and Exhibit. Holiday Inn, Minneapolis, MN.

October 25-27, 1984. NESRA Region II Conference and Exhibit. Sheraton, Washington, DC.

November 15-17, 1984. NESRA Region III Conference and Exhibit. Drake Oakbrook, Oakbrook, IL.

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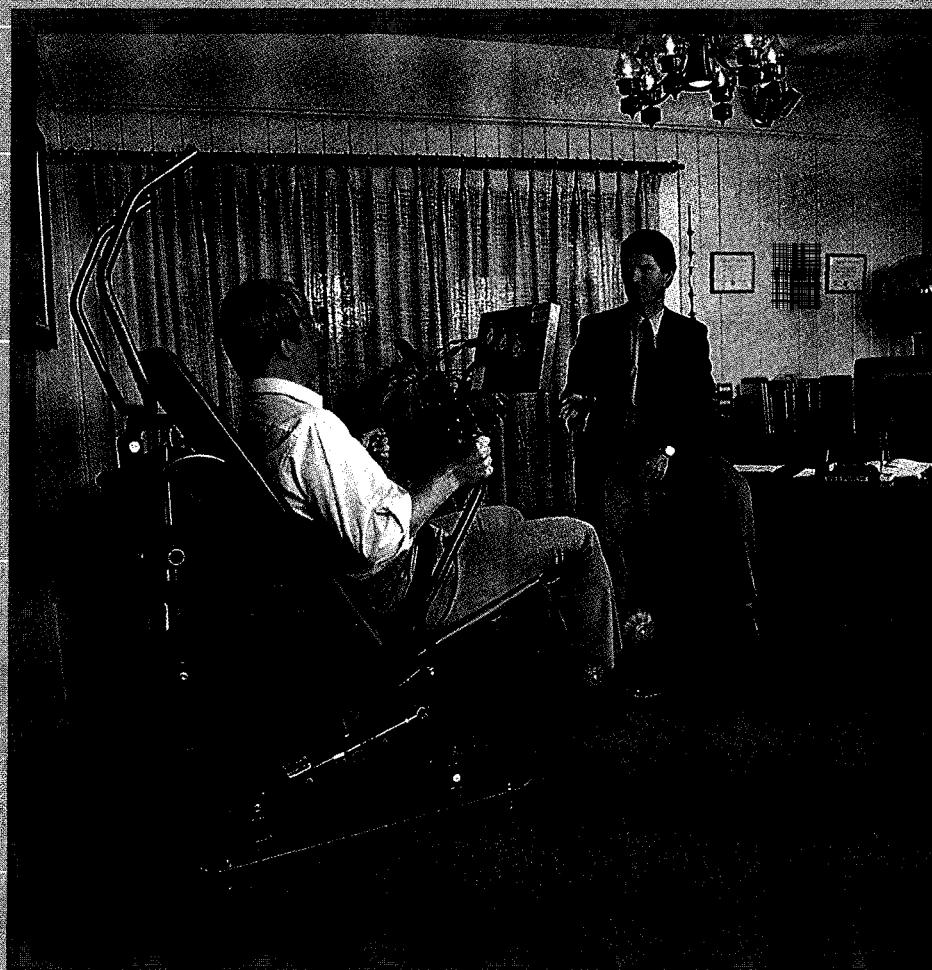
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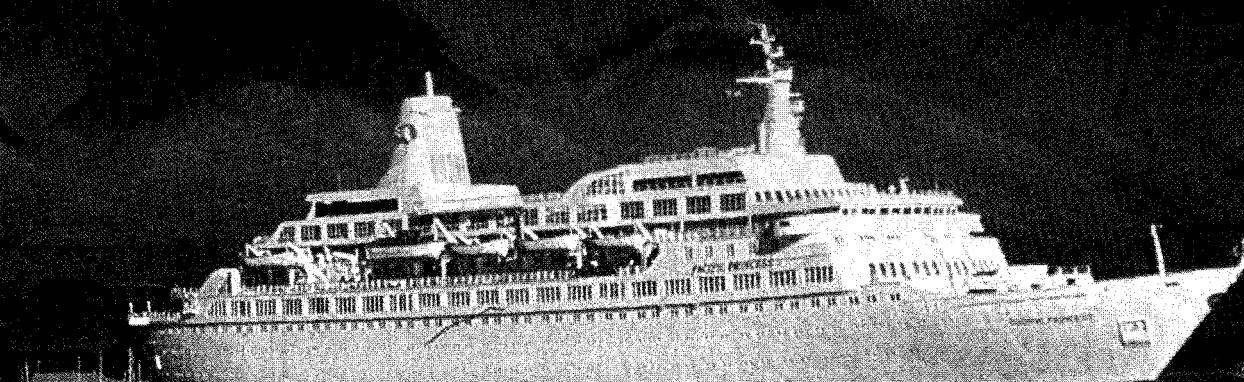
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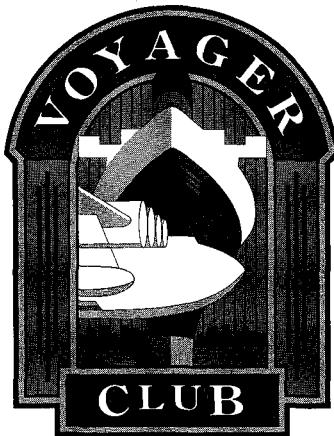
HEALTH AND EDUCATION

SEPTEMBER 1984



THE **BON VOYAGE**

A Guide to Helping Employees Sail Off into the Sunset



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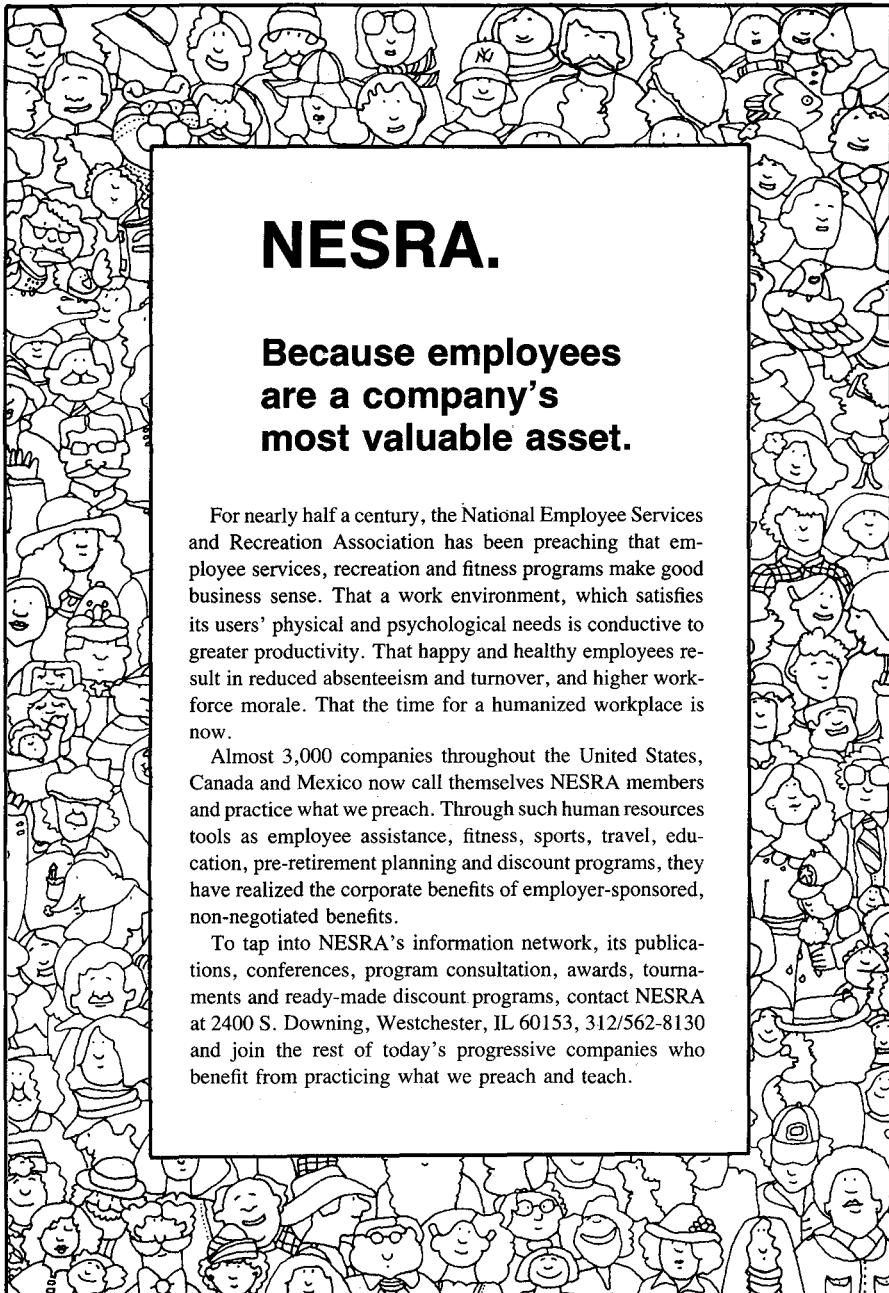
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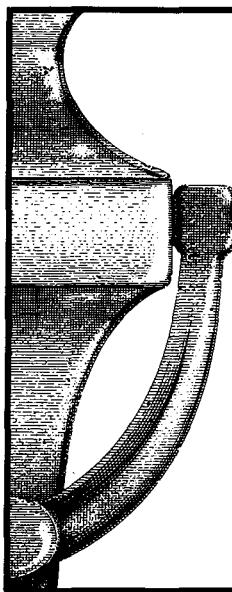
NESRA.

Because employees are a company's most valuable asset.

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment, which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

Almost 3,000 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.



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At the 44th Annual Conference and Exhibit of the National Employee Services and Recreation Association, "Employee Services and Recreation—A Beacon to the Future," May 1-5, 1985, in Boston, Massachusetts.

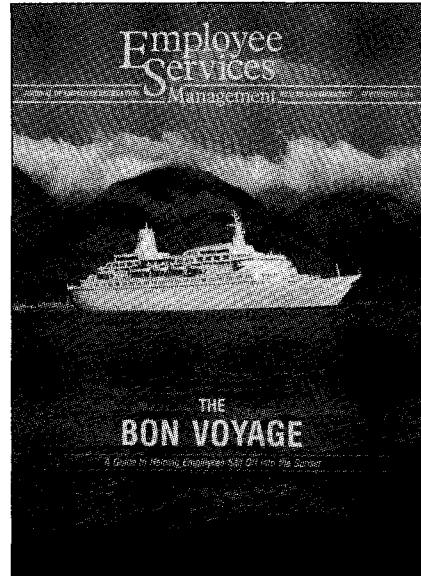
EMPLOYEE SERVICES MANAGEMENT

Volume 27 • No. 7

In this issue . . .

Employee services managers are usually not in the business of writing fairy tales. But when it comes to providing workers with travel opportunities, managers can make many a dream come true. By sending employees aboard any of the world's spectacular cruise ships, the employee services manager offers workers an adventure that begins with a legendary happy ending—sailing off into the sunset. This month's cover story, "The Bon Voyage," which begins on page 13, is a guide to helping employees embark on their fantastic voyage.

Also in this special travel issue, employee services and recreation managers can learn "How to Capitalize on Convention Bureaus" (page 11), and how to assist employees in "Buying Time" (page 20); that is, enjoying luxurious vacationing through the fairly new concept of timesharing.



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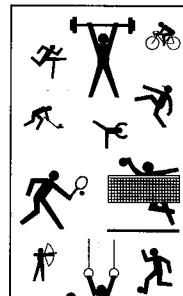
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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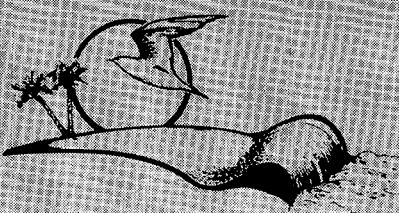
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NEWS IN BRIEF

Flexible Benefits Becoming the Norm

Flexible benefits, which were first conceived a decade ago, are becoming the norm. Lance D. Tane of The Wyatt Company said in a recent speech to The Conference Board.

"Just as conventional fixed-rate mortgages are fading fast, so will conventional fixed-benefit plans soon be relegated to the garbage dump of history," said Tane.

A flexible or "cafeteria" benefits program, reports *Management World*, gives employees the option of selecting or rejecting specific benefits as their individual needs dictate, for example, more vacation time instead of insurance coverage.

"The current uncertainties seem formidable, but they will be overcome because the 'flex' tide is simply too strong to hold back. Employees have been given a taste of freedom in making their own benefits decisions, and they'll never

be willing to go back again. And employers are realizing that flex is a powerful cost-containment tool because management is no longer committed in perpetuity to a specific set of benefits—regardless of the cost—but to an overall level of benefit expenditures," Tane said.

"The flex trend simply makes too much sense and responds too well to the needs of today's workforce to be stopped. The next 10 years are destined to be the age of flexible benefits," Tane said.

Cutbacks: A Silver Lining For Middle Managers

Although there's little positive for middle managers in the general cutback of middle-management ranks, there is at least one bright spot.

For the "very best" middle managers, shrinking management creates opportunity, notes Jeremy Main, writ-

ing in *Fortune* magazine. In a lean organization, middle managers who are well trained and extra hard working "will be more visible, have more access to the top and more freedom to make decisions."

Main notes three reasons for the lack of a resurgence in middle-management hiring despite an improved economy. Deregulation and foreign competition force companies to keep cutting costs, automation lessens the need for information gathering, a middle-management activity, and "perhaps most important, the new corporate fashion calls for fewer levels of authority . . . and for participative management . . ."

Main reports that geography and area of expertise greatly affect hiring prospects for middle managers. While the job market in Boston is firm, it is weak in the Midwest. Data processing, financial services and health services are promising fields, Main reports.

"Generally, people whose specialties involve making or selling things

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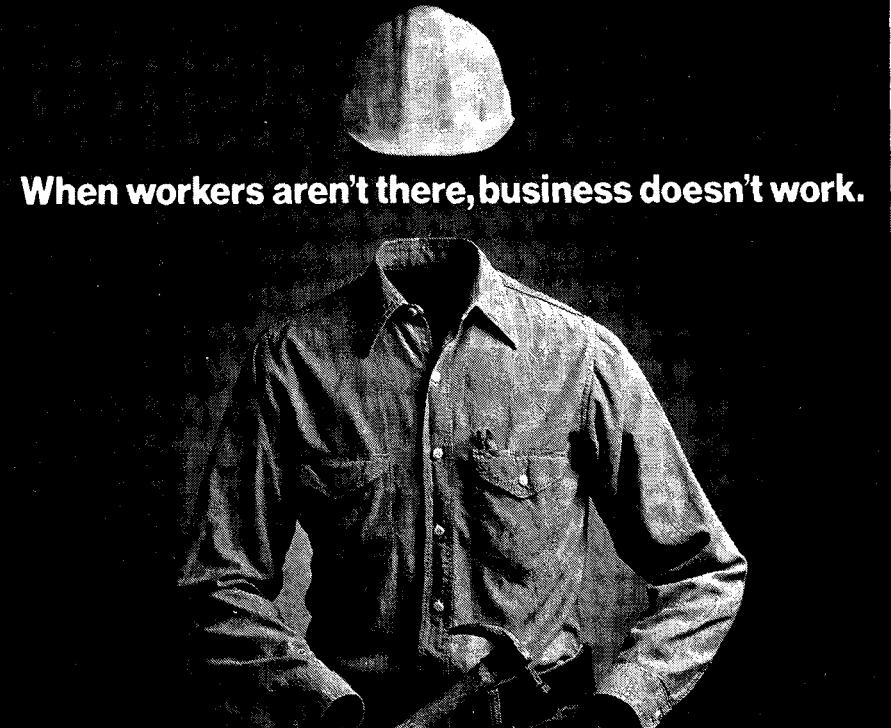
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NEWS IN BRIEF

find work more readily than staff people," Main notes.

Run for the Best of Your Life

"Run . . . For the BEST of Your Life!" is the theme of this year's Running & Fitness Day festival, scheduled for October 13, 1984. Sponsored by the American Running and Fitness Association, this 14th annual event celebrates running, fitness, and the fun of exercise. Its goal is to encourage people to enhance the quality of their lives through participation in regular fitness programs.

Last year more than one million people participated in hundreds of events across the country including runs, walks, rides, swims, football and soccer games, fitness testing, and health fairs, all in the name of good health, fitness, and fun. The turnout for this year's event

is expected to be even larger.

"Running & Fitness Day recognizes each person's desire to improve the quality of his or her life," said Liz Elliott, AR&FA executive director. "A regular program of safe, aerobic exercise and a commitment to personal health and wellness are the best places to begin."

Running & Fitness Day is held in cooperation with the President's Council on Physical Fitness and Sports, the American Podiatry Association, the American Medical Joggers Association, and the Rotarians for Running & Fitness.

The American Running & Fitness Association is a nonprofit educational organization dedicated to enhancing the physical and mental well-being of people through the promotion of running and other aerobic exercise.

For more information about Running & Fitness Day, send a stamped, self-addressed envelope to "Running & Fitness Day," c/o the American

Running & Fitness Association, 2420 K Street, N.W., Washington, D.C. 20037, (202) 965-3430.

Unemployment Affects Health and Pocketbooks

Unemployment damages the pocketbook but often inflicts even greater damage to physical and mental health, according to a University of Michigan study commissioned by a Congressional committee.

U-M researchers found that the financial hardship of job loss is compounded by increasing rates of suicide, fatal heart attacks and strokes, mental illness, and such nagging personal problems as depression, anxiety, aggression, insomnia, loss of self-esteem and marital discord.

Jeanne Prial Gordus and Sean P. McAlinden of the U-M Institute of Science and Technology conducted their study for the Congressional Research Service (CRS).

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NEWS IN BRIEF

Some of their major findings include:

- The suicide rate for men in their prime working years is "positively and significantly" related to unemployment. Higher unemployment is also connected with increased mental cases and imprisonment.
- Fatal heart attacks and strokes for working men over age 45 peak about a year after unemployment has reached its highest level.
- Job loss is strongly associated with depression, anxiety, aggression, insomnia, loss of self-esteem and marital problems.

Results of a second study at Johns Hopkins University, announced by the Joint Economic Committee of Congress, also show that the financial hardships of lost jobs are compounded by mental and physical ailments attributable to unemployment.

The U-M study for CRS is a review

of 46 studies on physical and mental illnesses resulting from unemployment and other business factors.

Gordus and McAlinden found that stress associated with negative life events is a predictor of subsequent illness, and that these life events correlate with the unemployment rate.

Hypertension, for example, is often made worse when job loss is anticipated.

Spouses of unemployed workers also show psychiatric symptoms subsequent to job loss, although somewhat later than those reported by the unemployed partner.

In a situation where many people have been laid off, increased responsibilities for those who remain employed are associated with gastrointestinal problems, increased hypertension, more frequent illness, increased anxiety and insomnia.

Gordus and McAlinden say their evidence supports the contention that external economic forces are influential

in altering health and behavior.

"We believe that rises in unemployment act to reduce social support, self-esteem, and resistance to disease for the unemployed, their families, members of the communities and, often, those remaining in a highly-stressed workplace," they conclude.

They suggest that "the unemployment rate is the most powerful external variable explaining the difference in findings among studies." While short-term unemployment results in few negative outcomes, when rates of unemployment were high, and when re-employment took 10 months or more, studies show many more negative results for individuals, the U-M survey revealed.

Negative effects go beyond health manifestations. Certain types of property crime were found to be related to economic downturns.

What the researchers call the "absolute income gap variable," the difference between the income of an in-

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NEWS IN BRIEF

dividual and the income of his reference group, was found to be strongly related to property crime. The unemployment rate was found to be positively correlated with imprisonment.

Gordus, a counselor in a U-M program for people seeking job change, explains that "I have seen people laid off here in Michigan who are absolutely up against the wall seeing no way out of their economic jam. I have heard them say, 'If it is a matter of stealing to support my family, I would do it.' Of course I have no evidence that they did so."

The study indicates that some individuals adapt to job loss while others do not. Social support appears to buffer or moderate the negative impact of job loss on well-being.

Gordus and McAlinden suggest that "the almost unprecedented decline of major basic industries and the rise of new non-traditional types of economic endeavor will continue to result in the traumatic displacement and uprooting

of hundreds of thousands of Americans and their families."

The understanding of this process, they conclude, "is necessary and crucial if policymakers can take steps to ensure that the social costs of the coming of the post-industrial society do not exceed its potential social benefits."

Retirement Planning Conference Scheduled

Retirement planners can explore new technology and retirement preparation, the changing financial scene, leisure and career counseling and more at the 1984 conference of the International Society of Preretirement Planners (ISPP) October 17-19 at the Pacifica Hotel in Los Angeles.

Attendees of "Retirement: New Directions and Opportunities" will have the opportunity to participate in a variety of workshops, round table discussions, receptions, along with a media festival. The registration fees include all materials and two luncheons: \$200,

ISPP members; \$275, non-ISPP members. The non-member rate also includes membership to ISPP.

Free List Details New Government Publications

The only free publication containing such information, a bimonthly pamphlet from the U.S. Government Printing Office lists new publications of the Federal Government. Each issue of *New Books* contains bibliographic and ordering information for a two-month compilation of new titles published by the Federal agencies and offered for sale by GPO.

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Firming Up the Firm

Part I

The NESRA Education and Research Foundation Releases Findings from its Fitness Program Study

In jobs where physical performance is a critical factor, employee fitness makes a difference not only in opportunity, but in the quality of work and job safety, say University of Tulsa researchers.

More than 77 percent of the companies holding membership in the National Employee Services and Recreation Association (NESRA) and responding to a nationwide survey indicated that a moderate or heavy level of physically demanding work was required of some jobs at their work site. Seventy-five percent expressed interest in a self-administered fitness program for employees and applicants, citing as expected benefits improved employee health and job performance, increased productivity, reduced absenteeism and lower health care costs.

Through funding by the NESRA Education and Research Foundation, University of Tulsa researchers Joyce Hogan, Ph.D., and Mary Eagan, Ed.D., developed and tested an occupationally-oriented physical training program with a sample of 33 employed adults.

"We devised a program of physical training to increase individuals' muscular strength, endurance and flexibility capacities," explained Eagan. "The content of the program emerged from requirements of physically demanding jobs, factors underlying physical performance and types of employment tests used for entry into physically demanding jobs."

Following participation in the six-week program, subjects showed significant gains in dynamic and static strength, cardiovascular endurance, and movement quality factors such as coordination, balance and flexibility. The occupational fitness program points to increased opportunity for selection into physically demanding jobs as well as an ability to maintain performance safely

and efficiently.

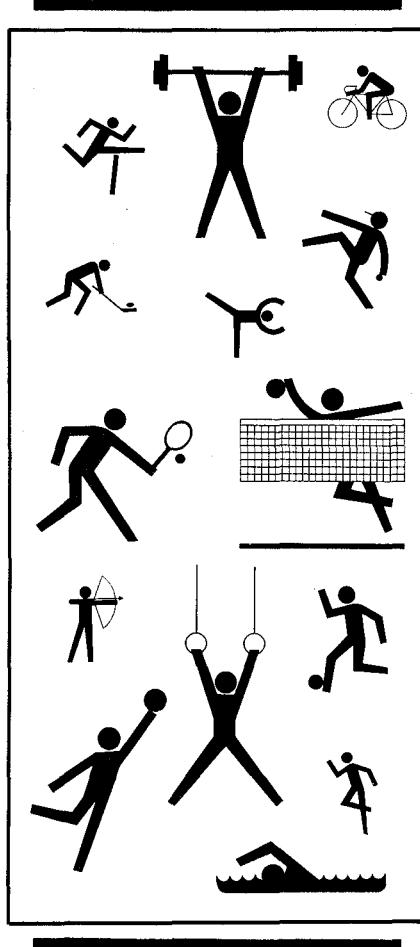
To examine corporate attitudes toward the value of fitness and identify the health fitness programs offered currently to employees, researchers surveyed more than 200 NESRA member

companies in the survey sample, including manufacturing, finance, retail trade, health care and insurance industries. Company size ranged from 10 to 83,000 employees, with an average of 3,653 employees.

Responding companies cited a wide variety of jobs in which physical fitness would be an advantage to safe work performance. These ranged from groundskeepers to firefighters and included positions such as machine operators, warehouse workers, mail clerks, repairers, construction workers, pole climbers, metal workers, exercise instructors and security personnel. The most frequently identified jobs involved material handling and carrying, machine maintenance and repair, stock checking, and material packing, stacking and crating.

The majority of the companies, 98.6 percent, felt employees would benefit from a program of physical fitness. The frequency of responses indicated that companies saw the important individual benefits as improved physical health (96.7 percent), increased energy level (92.9 percent), enhanced feeling of well-being (92.5 percent), reduced health risks (88.2 percent), improved work performance (84.4 percent), weight loss (77.4 percent), greater job satisfaction (63.7 percent), and increased social contacts for participants (63.7 percent).

The companies also believed that the organization as well as the participants would benefit from an employee fitness program. Improved company morale was considered a result of such programs by 88 percent of the respondents, followed by increased productivity (83.5 percent), lower health care costs (83.0 percent), reduced absenteeism (82.15), increased safety and performance in physical aspects of work (65.1 percent) and greater job flexibil-



companies. The data assisted researchers in investigating the factors that limit the development of on-site employee fitness programs and determine the features of fitness programs that would lead to future implementation.

More than 20 industries were rep-

FIRM

ity (33 percent).

National concerns for health and recent attention to exercise and its relationship to heart disease were indicated by 42 percent of the companies as likely to influence corporate policies toward fitness. These companies felt that increased awareness about exercise and its effects on cardiovascular health resulted in the implementation of wellness programs, more funding for fitness projects, and consequently, reduced health care costs.

On-site employee fitness programs are available in approximately half of all the companies who completed the questionnaire. The types of services most commonly offered include recreational activities (79.7 percent), immediate health care nursing (53.3 percent), employee assistance program (51.4 percent), smoking cessation program (40.6 percent), nutrition and weight control program (36.8 percent), stress reduction program (34.7 percent), and exercise facilities (33.5 percent). Other benefits included wellness programs (9.4 percent), health education and health fairs (7.1 percent), membership at local fitness clubs or spas (5.2 percent), and check-ups (4.2 percent).

Those companies that sponsor employee fitness programs endorsed the positive effects of exercise (health, performance, productivity, absenteeism, etc.) to a greater extent than those companies without such programs. The organizations that provide employee fitness programs also tend to offer benefits in other health areas such as smoking, stress reduction and nutrition programs.

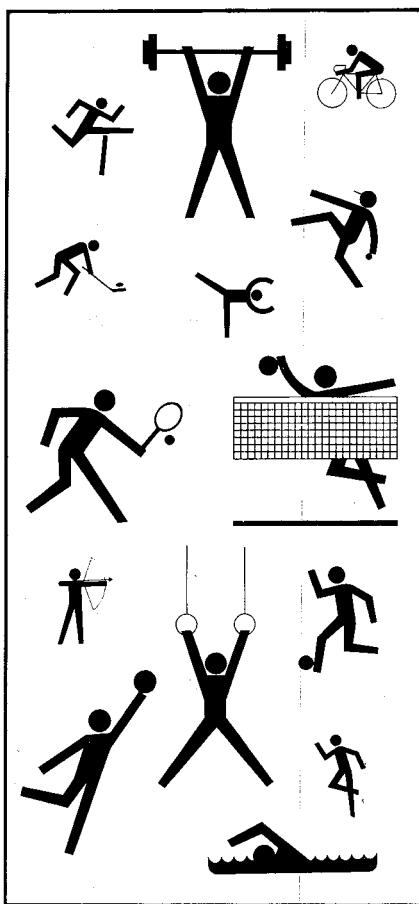
Researchers also investigated the major factors that limit the implementation of on-site fitness programs. Most of the companies, (70.8 percent), cited lack of facilities and equipment as a factor. Other limitations were lack of funds to support such a program (53.8 percent), lack of information on cost-effectiveness (46.2 percent), lack of fitness personnel (36.3 percent) and lack of employer interest (32.1 percent).

Other prohibitive factors cited were company size (too large or too small), dispersed employees, scheduling of shifts, liability risks and no potential facilities.

Appealed to 40.1 percent, and the construction of new space for a fitness facility was acceptable to only 18.9 percent. Moderate cost (48.1 percent) and minimal or no cost (41.5 percent) were more desirable than extensive costs (4.1 percent). Almost half the responding companies (45.8 percent) regarded personnel-administered programs as desirable, and 30.7 percent responded positively to an individual program provided in an exercise workbook. Most respondents preferred a program available to all employees (88.7 percent); few companies (2.4 percent) endorsed a program limited to select groups, such as corporate executives or officers.

A cost-effective option for employers who desire to offer employees structured fitness programs is an individualized exercise program provided in the form of an employee workbook, concluded the researchers. Such a program—pursued individually or in a group—was considered very appealing to NESRA member companies. Although the concept of a personnel-administered program was more popular than a self-administered program, almost 75 percent of the survey respondents expressed an interest in reviewing such a program developed cooperatively through the NESRA Education and Research Foundation and the University of Tulsa.

Overall, the fitness survey responses demonstrate the outstanding quality of exercise facilities and programs available to employees by their employers, said Hogan. Despite the number of organizations that do not offer fitness programs, quite a few indicated they were planning to implement full programs in the future. "It appears that corporations regard exercise as a positive influence on both the individual and the company," she concluded. ☐



Given a variety of program characteristics, respondents called some features more desirable and feasible than others when starting an employee fitness program. For example, few companies called no equipment (25 percent) or extensive use of equipment (12.7 percent) desirable, but 54.2 percent indicated that some basic equipment was an acceptable program characteristic. Conversion of existing office space to a fitness area was an acceptable alternative to 48.6 percent of the respondents. The use of programs requiring no special fitness facilities ap-

NEXT MONTH IN ESM: The relation between job requirements and dimensions of physical fitness and the debut of the self-administered employee fitness training program.

As employee services and recreation managers, your titles and credentials vary from organization to organization. Yet, you share the common goal of managing an ever-growing menu of activities that contribute to the quality of life for your organization's employees.

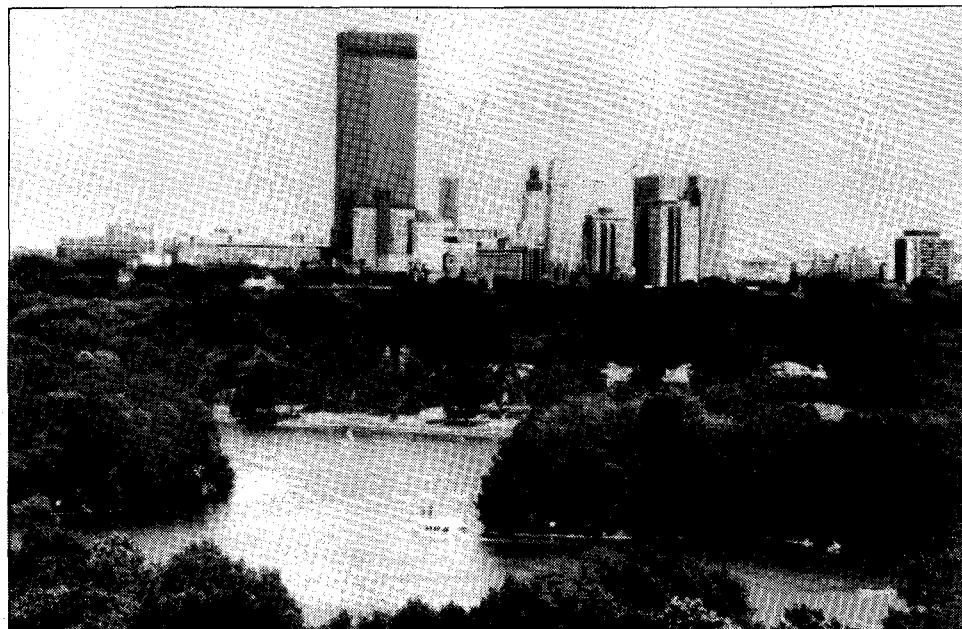
With travel now the number two industry in America, those activities that you manage may include planning and organizing employee group vacations. If you haven't donned the travel agent hat at some period in your career, chances are good that your employees soon will approach you with a suggestion that vacations might be less expensive—and more fun—when traveling with a group.

In light of your goal of managing your organization's numerous employee activities, you probably will ask yourself: How can I organize the most successful trip possible with the least possible demand on my time?

For major vacations such as cruises or cross-country jaunts, you'll want to enlist the aid of a good travel agent. His or her advice will more than pay for itself throughout the trip.

Extensive and expensive trips do not appeal to every employee, however. The Minneapolis Convention and Visitor Commission cites a trend toward weekend get-aways by groups within a 400-mile-radius of the city. These mini-vacations, it says, give employees an opportunity to explore Minneapolis in the company of people they enjoy, without breaking their budgets.

For this type of trip, a useful but often-overlooked source of information can streamline your planning process while maximizing your travelers' enjoyment: your destination city's convention and visitor office. Like the employee services and recreation industry, convention and visitor offices vary



How to Capitalize on Convention Bureaus

by Barbara Scholle



Employee group vacations contribute to the quality of work life. By contacting state or city convention bureaus, employee services and recreation managers can gain valuable assistance in planning a quality get-away. (Photos courtesy of the Minneapolis Convention and Visitor Commission.)

Convention Bureaus

greatly in the scope of their responsibilities. Some cities, like Minneapolis, have a department devoted to providing a full range of tourist information and arranging customized group tours. Look to these cities to go the extra mile to make your employees' mini-vacation one they won't soon forget.

LEAVE IT TO THE EXPERTS

Convention and visitor offices can make planning an employee trip easier and taking it more enjoyable. Following are ways these experts can increase the value of your program:

- **Literature**—The list of possible glitches in a get-away trip is endless. Many of them are the result of second-hand information from well-meaning employees. (On the advice of one of your employees, for example, you and your group plan to dine at a certain restaurant, only to find that it closed for remodeling weeks ago. Or, the theater that another employee recalled never requiring advance tickets now plays to full houses by reservation only.)

To get the most current information, ask the tourism manager at the city's convention and visitor office to supply you with the latest brochures on what to see and do. And do be specific. Reading scores of information about a city takes time; describe your tastes and preferences to the tourism manager, and let him or her gather the appropriate material.

- **Destination Guide**—Some cities publish guides specifically designed for group tours. The destination guide is a complete guide to hotels, restaurants and attractions that offer discount rates for groups. The guide offers other travel tips that can save valuable time and money.

- **Theme Vacations**—You may want to plan your visit around a festival or seasonal activity. Once a city's tourism manager understands your group's interests, he or she can recommend events worth a special trip to the city.

For example, Minneapolis welcomes hundreds of groups to its city

lakes each year in July for a week-long Aquatennial celebration. A month later, the Minnesota Renaissance Festival draws hundreds of thousands from a five-state region. Later in the year, em-

" tourism departments
(can) arrange weekend
familiarization tours for
employee services
managers . . . for a
whirlwind sample of the
city's sights."

ployee cross-country ski groups travel to the Twin Cities' ski trails for winter weekends. To make their trips complete, many groups call the Minneapolis tourism department to coordinate other activities in conjunction with the major reason for their visits. Often, these groups are pleasantly surprised to find that other attractions—shopping, theater, arts, and so on—offer as much enjoyment as the "main event."

- **Logistics**—Tourism departments work closely with their city's private and public transportation system, and can provide insight into the transportation methods best suited to the needs of your group.

- **Specialty Sites**—For groups staying in downtown areas, information about activities after regular business hours is important, and easily provided by the tourism department. Many cities are making intensive efforts toward revitalizing their downtowns with new shops and restaurants; ask the city's tourism department for specifics.

In addition to downtown shopping insight, the tourism manager can give you the inside track on specialty shops and those out-of-the-way places not always mentioned in a city's general travel literature.

- **Scheduling Your Trip**—How do you put together an outing that satisfies the needs of your employee group? Again, leave it to an expert in your chosen city. Given adequate back-

ground on your group, the city's tourism manager can design an itinerary that covers the best the city has to offer, be it theater, arts, amusements, sports, shopping, dining, and other special interests.

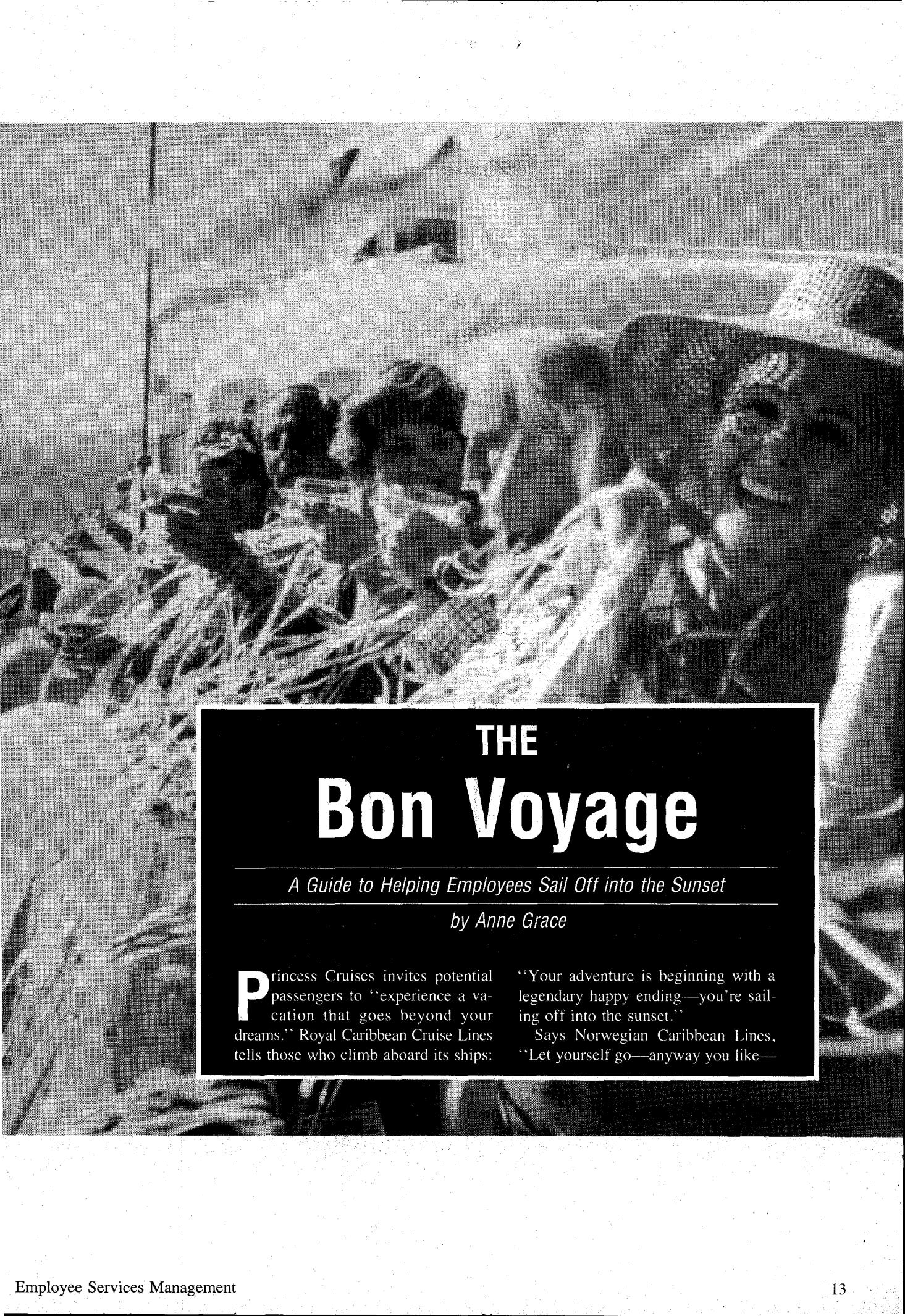
How do you tap this valuable resource in the cities that you are considering for an employee group trip? First, get a feel for the scope of the convention and visitor office's services. They do vary, so you'll want to speak to the tourism manager directly and describe your group's interests. From there, it's a simple matter of fine-tuning the menu of activities and arrangements that the tourism manager suggests.

How heavily you rely on a city's convention and visitor office depends on how involved you want to be in the planning process. Let the tourism manager know from the beginning the assistance you require. It may be a matter of sending the appropriate brochures; or arranging useful contacts at area hotels, attractions and restaurants; or sending a destination guide complete with recommendations for your particular group.

In some cases, tourism departments will arrange weekend familiarization tours for employee services and recreation managers living within 400 miles of the city. A common procedure for travel agents and group tour operators, a familiarization or "Fam" tour is a whirlwind sample of the city's sights designed to acquaint travel brokers with the city and, hopefully, bring more visitors into the area.

By taking advantage of the resources available through a city's convention and visitor office, employee services managers can help their workforces discover destinations in a new way. And they can be more assured of visits as successful and memorable as they should be.

Barbara Scholle is manager of the tourism department at the Minneapolis Convention and Visitor Commission.



THE Bon Voyage

A Guide to Helping Employees Sail Off into the Sunset

by Anne Grace

Princess Cruises invites potential passengers to "experience a vacation that goes beyond your dreams." Royal Caribbean Cruise Lines tells those who climb aboard its ships:

"Your adventure is beginning with a legendary happy ending—you're sailing off into the sunset."

Says Norwegian Caribbean Lines, "Let yourself go—anyway you like—

VOYAGE

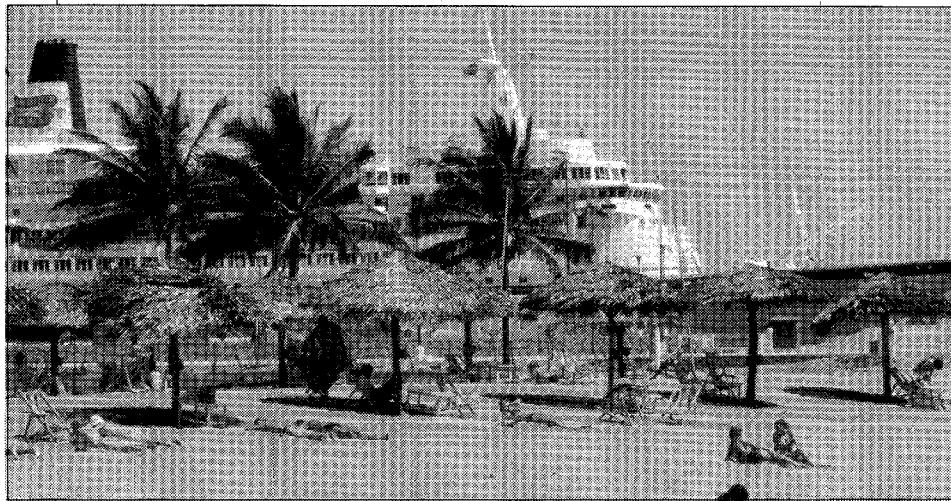
on an escape from reality." Echoes the Royal Viking Lines: "The dazzling rainbow tangle of serpentine stretches and falls away, just as the bonds be-

show 1983 as a banner year with more than 1.7 million cruise passengers, an increase of almost 250,000 over the previous year, and more than triple the

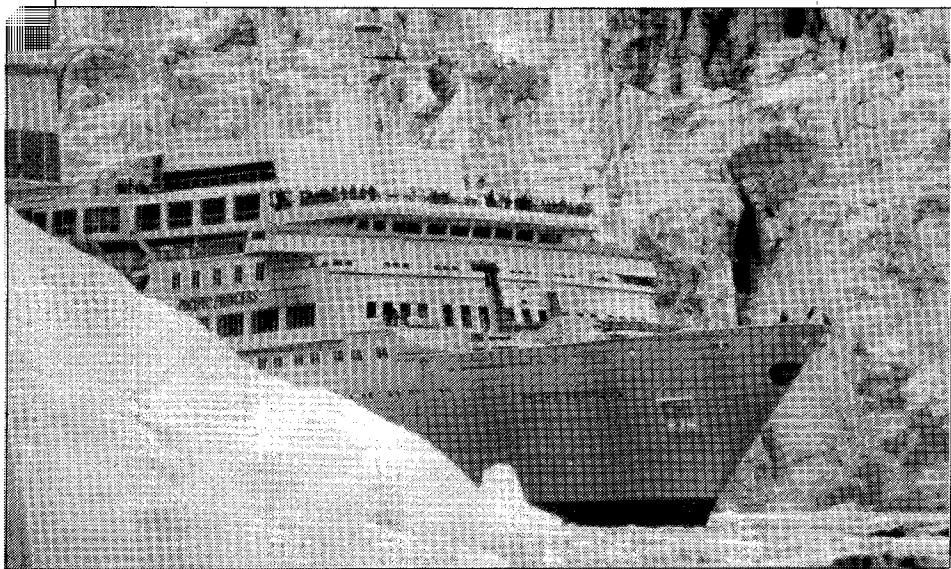
tinent. For U.S. East and West Coast populations within easy access to port cities, there were cruise lines that sailed the Caribbean and the Mexican Riviera.

Such was not the case for the nation's midsection. Cruising, to that very large section of the population, remained an imagined or unheard of luxury until the cruise lines and airlines formed a partnership.

Now, the cruise lines, eager to reach an untouched market, and the airlines, always eager to entice more people into the air, created air/sea packages building the cost of transportation to the cruise line's home port into the cruise fare. In many cases the lines advertise "free air" or "air included" from anywhere in the United States. Others add "air supplements" to the cruise price. Either way, the cruise lines bring passengers to the ships for less cost than they can get there themselves.



Cruises appeal to every task and budget. Destinations range from sunny Caribbean islands to spectacular Alaskan sights.



tween you and the shore gently and agreeably fade and disappear."

Dramatic? Yes. Appealing? Of course. It's all a part of one of the fastest growing segments of the travel industry today—cruising.

The Cruise Line International Association (CLIA), reports tremendous growth in the cruise industry. Statistics

number of passengers in 1970. This year promises to fulfill even greater expectations.

Before 1970, the large oceanliners were still considered to be an alternative means of transportation, carrying first class passengers to Europe or the Orient as an elegant and luxurious segment of their vacation on another con-

THE MODERN PASSENGER

Along with the cruise industry's growth, there has been a major change in the profile of the typical cruise passenger. Cruises are no longer the exclusive domain of the retired and the wealthy.

"The average age of today's cruise passenger is getting younger," says CLIA. There are just as many passengers in the 18 to 34 age range today as are 55 and over. Those two groups together make up 75 percent of all cruise passengers. Women outnumber men 58 percent to 42 percent. And, in 1982, the last time complete figures were available, almost half of all cruise buyers earned \$25,000 a year or less, while the number of cruisers with annual incomes of \$15,000 or less rose from five percent to 20 percent. This puts a cruise within the reach of a high percentage of all employees.

As impressive as all these figures seem, more than 90 percent of all Americans have never taken a cruise. This market represents an opportunity for employee services managers to deliver, through traditional or non-tradi-

tional methods, a vacation of a lifetime for the company's workers.

ABUNDANT CHOICES

Proliferation is part of the cruise revolution. New vessels are being turned out as quickly as shipyards can build them. Older ships are being refurbished and occasionally stretched to increase their capacity and improve their appeal.

There are now more than 80 cruise lines worldwide. The lines that Americans are most likely to patronize though, are the 23 members of CLIA with 68 ships. These ships are all fully air-conditioned, equipped with the latest in marine technology and laid out for the tastes and activities of today's cruise passengers.

For most prospective passengers, the question of where they want to go, and in what style, is more fundamental than the choice of a particular ship. There are literally worldwide itineraries available with everything from a day trip up the Hudson River to a three-month cruise around the world. Between these two extremes there are cruises offered in every size for every pocketbook.

WHERE TO?

Of the 90 percent of the population who have never cruised, statistics show they will consider a Caribbean cruise first. The seven-day cruises to the Caribbean represent between 50 and 70 percent of the U.S. cruise business. The Mexican Riviera with ships originating in Los Angeles and cruising to Acapulco ranks second in popularity.

A long unrecognized alternative to the warm weather cruises is Alaska's scenic Inside Passage during the summer months. Approximately 12 cruise lines pull many of their ships into the icy waters from mid-May to late September with cruises lasting from seven to 14 days.

Another new and increasingly popular itinerary is the seven-day cruise

around the Hawaiian Islands. Such a trip provides a unique opportunity to experience Hawaii without island-hopping by air.

terest cruises geared to bridge, film festivals, photography and many with full-fledged spa, health and fitness programs.



On board: (above) Broadway-style entertainment, (below, left) comfortable accommodations and (below right) gourmet dining.



Along with the diversity of cruise lines, itineraries, length of cruises and size of ships, exists a choice of "theme cruises"—Mediterranean Musicales with famous performing artists on board, Jazz or Big Band cruises, special in-

SHIP BOARD ACTIVITIES

Rarely on a vacation will employees have as many activities to choose from as on a cruise. Every cruise ship supplies their passengers with a daily

VOYAGE

schedule of events detailing all activities from early morning to late night, such as first run movies, lectures by notable experts, arts and crafts, even napkin folding and bonnet making. There are sports to appeal to the active and the inactive. Table tennis tournaments, skeet shooting, walkathon competitions, aerobics, aquafitness, dance classes, or golf clinics as well as bingo, bridge and backgammon lessons are offered. Of course, passengers always have the option to simply lie in the sun with a good book, work on their tan and relax.

Nighttime activities are equally abundant. There are singles parties and theme parties, each designed to help the passengers join in and get acquainted. Ships also offer Broadway-style production shows and high quality entertainment with sophisticated material. Employees can choose their own music—dance to the Big Band sounds, an intimate little combo in a quiet bar, or dance in the disco late enough to see the sunrise as they go to bed. But not before they test their luck in the casino . . . open from early afternoon to late night at sea, available on many ships.

ACTIVITIES ASHORE

In addition to all that is offered on shipboard at sea, there is even more to choose from in port. Cruise lines contract with local companies for shore excursions. Often there will be as many as five or six organized sightseeing and shopping excursions offered per cruise. Some may opt for the Mayan ruins at Tulum, Pre-Columbian gold exhibits, emerald shops in Cartagena or fishing trips in Skagway and Ketchikan. Shore excursions are sold in the ship's Purser's Office and the staff is very helpful with advice on what to see on each island.

The cruise director's staff gives lectures on the upcoming ports-of-call, again giving advice on the best buys on each island, its history and noteworthy sights. They closely monitor the shore excursions to ensure their pas-

sengers get good value.

Despite the choices, many passengers choose to stay on board or rent a car and go off on their own, walking around the city on foot to shop or find the nearest beach.

Snorkeling and scuba diving are readily available on nearly every island. For those passengers who want to play golf or tennis, the cruise ships have arrangements with many of the hotels to use their facilities.

A CORNUCOPIA OF FOOD

The average cruise ship offers two to three breakfasts daily (in the cabin, in the dining room or on deck), a mid-morning snack, two lunches (in the dining room and the deck buffet), an afternoon tea, gala dinner and a midnight buffet. These culinary triumphs are artistically presented with great flair by an army of handsome young continentals begging you to try everything.

"What is your pleasure this evening?" they ask. "The chef recommends the lobster cocktail followed by the artichoke cream soup au sherry. For your entree, the steak Diane or perhaps you would prefer scampi fra diavolo flambe. Ah . . . and for dessert just a small serving of crepe suzette or the gateau Saint Honore. You must try just a bite," say the continentals.

Passengers can still live off the fat of the land without becoming a part of it, however. There is always an array of low-calorie fresh seafood, salads, fruits and vegetables. It is possible to eat moderately and still enjoy the cruise experience.

AMENITIES ON BOARD

Ships come equipped with all the creature comforts of a floating resort. On board most ships are a beauty and barber shop, boutique, drug store, duty-free shops, gymnasium and an exercise room where passengers can go for a massage or relax in the sauna.

Many ships have a playschool for the children on board.

Laundry rooms are available for the

"do-it-yourselfers," while a Chinese laundry and dry cleaner serve those who wish to forget all household chores.

Elevators are convenient for anyone unable to climb the stairs between the passenger cabins and the sun decks. Most of the cruise ships geared to the American market also contain 110 volt electric current in each stateroom for hair dryers and electric curlers.

If a vacationer must get sick on a trip, they would be better off if it happened on the high seas. A cruise ship cannot sail without a doctor on board, so emergency medical treatment is quickly at hand. The treatment is not free but, compared to doctors' fees on land, it is very reasonable.

SELECTING A CRUISE SHIP

Since taking a cruise can be one of life's most enjoyable pursuits, knowing how to pick a cruise ship to fit your employees' styles is most important.

Consider the size of the ship and compare registered tonnages. Generally, the larger the ship, the smoother the ride. However, large ships carry greater numbers of people, and they cannot dock in some cities or islands. In those cases, passengers must be ferried back and forth to land by small tenders. This does mean delay and some inconvenience.

Although some people prefer the larger ships, others like the intimacy and informality of the smaller ships, plus the convenience of docking right at the pier in the ports-of-call. With modern hydraulic stabilizers, even the smaller cruise ships ride relatively smoothly in the water.

It is important to understand that most of the newer ships built strictly for cruising have small cabins with showers and rarely tubs, despite what viewers see on "Love Boat." But, newer ships also have far more open, usable deck areas. As a rule, older ships built for the Trans-Atlantic sailings have larger cabins but less useful deck areas.

When choosing a ship, compare the space ratio of the ships under consideration. Space ratio is the number of

square feet of passenger area available per person. If the ratio is less than 2000 square feet (expressed as 20 to 1 in reference books) the vessel is considered "yacht-like." Obviously, the higher the ratio, the less crowded passengers feel. A travel counselor has these figures at hand.

Since little time is actually spent in the stateroom, most passengers accept the functional design that has every square foot put to use. They can be considered comfortable, if not spacious, especially since the "home at sea" includes a personal cabin steward to keep each room clean, fill the ice bucket, leave fresh fruit and turn down every bed after passengers have left for the evening.

Most ships' beds are small, but some can be made into queen-size beds. Double or king-size beds are also available. In selecting a ship, if sleeping arrangements are important to employees, learn the size of the beds and whether or not they are berths (upper and lower), or are arranged side by side.

Except in deluxe staterooms and suites, the cabin size is much the same throughout all the categories. The difference in price has more to do with the cabin location. Contrary to some beliefs, there are no passenger cabins below the waterline.

The best bargain is generally an inside cabin. From that point on, the lowest passenger decks are less expensive but will have, at the very least, a port hole. Be careful of reserving employees' cabin over the engines (there might be noise and vibration), near the disco (unless they intend to be there), or next to an elevator. If motion is a problem, employees should request a cabin midway between the bow and the stern and closer to the waterline.

A COST COMPARISON

One of the greatest concerns among beginner "cruiseophiles" is the cost. With all the shipboard luxury, the culinary delights, the nightclub entertainment, the solicitous staff and gold-braid crew, vacationers assume the price tag is well beyond their means and full of

unanticipated extras. To the contrary. One of the things cruising enthusiasts like best is the fact that cruises are almost a one-payment package, a known quantity from the start.

The base price for a cruise covers all the major costs of a vacation: transportation, round-trip transfers between airport and ship, accommodations, daytime activities and sports, all meals and a variety of nighttime entertainment. This prepaid package takes the place of what vacationers would pay separately for airfare, taxis or rental cars, hotels, expensive restaurants and nights on the town in a typical land itinerary. The sum of such costs would almost certainly be greater than the cost for the same number of days, and probably with more luxury on a cruise.

There are extras, however: shore excursions; for some cruise lines, port charges; bar tabs (though it would be difficult to find a drink on board that costs more than \$1.95); beauty shops; laundry and dry cleaning; wine with meals; photographs; and skeet shooting. Casino losses (unless Lady Luck dominates) and gifts add to the cost, just as they would on any vacation.

Tipping on a cruise is fairly standard. It traditionally runs \$2.00 per day per person to your cabin steward and waiter and \$1.00 per day to your busboy plus any other discretionary rewards to bartenders, deck stewards or beauticians. This varies only slightly by cruise line. Employees should plan on \$75 per couple on a one-week cruise.

A good rule of thumb in comparing prices is to break down the total cost, including any additional air supplement charges and port taxes, if any. Divide that figure by the length of the cruise to get a per diem price per person.

Then compare products. There are some differences in the amenities given by the cruise lines, so be sure to compare quality as well as price. In comparing cuisine, look for the lines that do their own cooking rather than those who hire a catering concession. A good travel consultant will know, or would be able to find out, what the cruise lines really offer to compare prices.

SEASONAL BARGAINS

Employee travel planners can find even better bargains during certain seasons of the year. Traditionally, the prime season in the Mexican Riviera and Caribbean runs from the December holidays through spring. From late spring to the first part of December, planners will find lower fares and fewer crowds in ports-of-call. The exception to this rule is obviously Alaska where summer is not just *the* season but *the only* season.

MAKING THE DECISION

So you've decided to send an employee group on a cruise. Preferably, this decision has been made about six months in advance, with some ideas about the destination.

This is the time to visit a professional travel consultant. The agency staff should have a good understanding of many of the ships and cruise lines under consideration, and they can recommend what they know best with the impact of cruising on the travel market today, there is a growing list of agencies and individuals who make an effort to keep tabs on the whole scene through available publications and surveys as well as familiarization tours.

A travel consultant will ask questions to get to know you and what is important to you and your group on a cruise. Do you like to party? Or gamble? Do you want quality entertainment? Or rest and relaxation? Or do you view the ship and cruising as more important?

Based on your goals for the cruise, the price range and itinerary choice, the travel consultant will be able to narrow the field and help you select a cruise for your employees.

Then you can go through the ship's diagram to select categories and cabins. The consultant will go over any pre- or post-cruise land packages that are offered at a reduced rate.

These packages include hotel reservations for one or more nights, transfers to and from the ship, and may oc-

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casionally cover sightseeing. Most agents recommend passengers take advantage of a pre-cruise land package of at least one night. Bad weather or altered airline plans might cause the passenger's delay. Rather than worry about potential delays, groups will find it far more relaxing to arrive at least a day in advance and use the time for decompression. Remember, ships don't wait!

The travel consultant can check the availability on the cruises under consideration. Once the decision is made, final booking on the cruise line can be confirmed.

Dining room seating must also be reserved once the cruise is booked. There are a few cruise lines that feature only one seating at meal time; however, most have two seatings, main and late. The times vary by cruise line.

During the day, there are many alternatives for eating—such as the dining room and the sun deck for both breakfast and lunch. Unless your passengers intend to eat multi-course meals in the dining room three times each day, consider only whether they would prefer to eat dinner in the evening at approximately 6:30 p.m. or 8:30 p.m. and base your decision on that preference.

DEPOSIT AND DOCUMENTS

For any passage, it is necessary to put down a deposit. A fee of \$200 to \$250 per person is about normal. The cruise must be paid in full two months to six weeks prior to sailing. There are stiff penalties for cancellation from the time of final payment on.

If the health of any passenger is a concern, ask your travel consultant about trip cancellation insurance. Inquire, also, about the cruise line policy regarding payment on shipboard for the extras. Can shore excursions and bar charges be paid for by credit card or check or does it have to be paid in cash?

The cruise line processes and issues the documents, arranges the air travel and books any land packages.

All documents will be sent to the travel agency or travel department within two to three weeks prior to sailing, along with special cruise line baggage tags with instructions to attach to luggage pieces before you and the group leave home.

If the cruise begins and ends in a city within the United States, a passport is not necessary. Proof of citizenship for passengers, birth certificates or voter's registration, is required. For cruises beginning or ending in a foreign country, passengers must be in possession of a valid passport.

THE PORT OF EMBARKATION

When your group arrives in the port city, the cruise line will have well-identified representatives waiting in the baggage claim area. After you claim luggage, the cruise representative will transport all passengers and their luggage arriving to the ship or hotel, in the case of the pre-cruise land package.

Once at the dock, the group will be greeted by bands, balloons, smiles, pictures, and a cruise staff that has a personal desire to make the cruise memorable.

SAVING MONEY

There are several alternatives to the individually booked cruise in order to save employees' money. Travel agencies will often block space at a group rate on a single cruise. They will have negotiated with the cruise line for the best rate and, in turn, will offer a good bargain to any clients who want that cruise line, ship, itinerary and who can schedule a vacation around that date. In this case, the booking would be handled just as described for an individual booking. However, you would not have the full selection of cabin categories.

AFFINITY GROUPS

Another traditional group cruise is contracted for a specific affinity group—an organization of your own corpora-

tion. As with the travel agency contracted space, the agency handling the booking for the organization has negotiated the best possible rate with the cruise line based on a certain number of cabins being occupied. The space is restricted to the affinity group alone, at least until the group has had every opportunity to book as much of the space as possible.

Booking in this case can be tailored by the travel agency to the request of the coordinator of the affinity group. Everyone with the group could come to the agency to book and select or request cabins for the contracted space. Or, the information could be distributed at a group meeting held by the coordinator with the agency representatives in attendance. Deposits and final payments would be handled by the coordinator and cabins assigned to the passengers. It is customary for tour conductor passes to be given to the coordinator in return for his promotional and organizational help, or to whom-ever would serve as the tour escort.

The drawback to this type of group cruise is, if there is not enough interest resulting in actual "paid-in-full" bookings the group rate and tour conductor passes are lost unless the travel agency can sell the remaining space to other clients. Within an affinity group it is often frustrating and time consuming to promote a cruise only to have the members unable to agree upon itinerary, cruise line or date of sailing.

A DISCOUNT ALTERNATIVE

Another alternative in discount cruises is Connexion Cruises, an employee benefit program, offering the standard group discounts on four cruise lines on an individual basis year-round. These discounts are offered to employees and immediate families of participating corporations who sign an agreement to distribute promotional information on the cruises. This group space is blocked on a wide variety of sailing dates with selected cabin categories throughout the year.

The advantage of this program is that there is no pressure on the employee services manager to generate bookings or lose the discount for the individuals who do want a cruise. The only corporate effort involved is to see that the employees are made aware of the cruise program. It is probably the best choice possible for an individual employee to enjoy a cruise vacation taking into consideration his own personal preferences, while still saving money.

SOME MISCONCEPTIONS AND CONCERN

There are many misconceptions about cruising. Having been flooded with visions from television and the cruise line brochures of beautiful women in \$1,000 gowns, it's a relief to discover people on cruises are *not* all rich, tan, thin and dressed in tuxedos and beaded gowns.

There are always two gala evenings at sea—the Captain's Welcome Aboard Party and the Farewell Party. These are traditionally the most formal evenings on board. On these occasions there will be tuxedos and beaded gowns. You will also see dark suits or sport coats and ties and cocktail outfits or daytime dresses. The cruise lines offer suggestions on appropriate dress in their brochures and again in their daily activities newsletter. With the exception of the two gala evenings mentioned, the suggested dress will be either informal (jacket and tie) or casual (no tie, no jacket). For the women this can mean cocktail dresses, slacks, skirts and blouses—whatever one would wear into a restaurant.

Another major concern for many people is seasickness. Those that don't suffer from motion sickness in a car should not get sick at sea. Those who do suffer car sickness, should consult their doctor before leaving for some of the improved medication to have on hand if needed. If it should strike unexpectedly, the ship's doctor can treat it successfully and very quickly with either a shot or other medication.

Men and women might wonder if they would enjoy a cruise alone. Yes,

of course. Many do travel alone on a cruise far more often than on any other vacation. Passengers are all in a festive, friendly mood, willing and eager to make friends . . . like summer camp for adults. There are ice-breaker activities designed by the cruise director's staff to help everyone meet throughout the cruise. The maître d' does a good job of providing a pleasant mix at the table. The organized shore excursions are an ideal opportunity to meet more shipmates on a one-to-one basis while sightseeing and shopping. Singles especially enjoy the nightly entertainment in the lounges and discos.

Cruising alone is more costly, however. Any price quoted in the cruise line brochure or the group rates are based on double occupancy per cabin. A cabin at a single rate, is often 110 percent to 175 percent of the rate quoted for double occupancy. Most cruise lines, upon request, will match singles with a roommate. Those that request a cabin on a "share basis" are guaranteed to

pay only the per person double occupancy price, and may even end up with a single cabin.

Can children enjoy a cruise? Children do enjoy cruises and many cruise lines offer supervised children's programs during the summer months. Up to two children sharing a cabin with their parents generally travel at a greatly reduced rate.

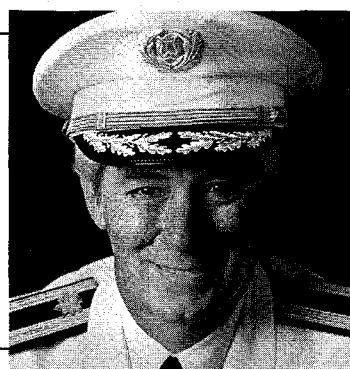
Yes, cruising is a very special experience. This pre-paid package of pleasure is one of the best values on the vacation market today. Despite occasional pre-cruise apprehension, the approval rate at the end of first cruises is unusually high.

So what about next year? How much of the world would your employees like to see without packing or unpacking their bags more than once?



Anne Grace is the national account executive for Connexion Cruises, which represents four cruise lines.

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BUYING TIME

by Kimberly A. Thomas, editor

There was a time when the family vacation typically followed one of two patterns: mom, dad, the 2.5 children and Rover packed up a week's worth of belongings into the station wagon and headed across the country, renting motel rooms along the way. Or, mom, dad, the children minus Rover hopped on a plane and checked into a Florida or California hotel and quickly prepared to explore one of Disney's Magic Kingdoms.

This scenario transpired only once every two to three years because most families of four simply couldn't afford an annual splurge on airfare or gas for the car and hotel accommodations, while also dining out and buying tickets to

the major attractions.

Timesharing, a relatively new vacation concept for U.S. families, has been picking up much steam in recent years. Last year, property sales topped 1.2 billion dollars. This year, the National TimeSharing Council expects sales to reach 1.7 billion. Already, more than 500,000 American families own timeshare units; 170,000 of these entered the industry last year.

"Timesharing makes affordable luxurious vacationing to people who couldn't enjoy the good life before," notes Victor Parra, executive director of the National TimeSharing Council. "Instead of buying that condominium on the beach for \$100,000, you pay \$6,000 or \$7,000 and can enjoy a resort property for one week every year for a lifetime. That's more in line with what most Americans can afford."

In simplest terms, timesharing is the purchase of a block of time at a vacation resort. Purchasers are guaranteed exclusive use of accommodations for the particular interval of time they buy. They either own or have a right-to-use the property unit for a period of years, usually from 25 years to a life-



time. Many programs also use a 'floating' or 'open-use' system where purchasers either buy time annually or within a certain season.

Timeshare owners can buy a week at a Colorado ski resort or two weeks at a Florida beach villa. About 900 resorts, ranging from Vermont condominiums to cottages in Bermuda offer timesharing plans. Resort timesharing properties are fully furnished and equipped vacation homes—not hotel rooms.

Ownership costs vary depending upon the property, size, location, time of year and amenities, but median prices range from \$3,000 to \$10,000 for a week, reports *U.S. News & World Report*. Winter weeks in Florida cost more than summer weeks. The national average for a week of timesharing is \$6,097, according to the Council.

The Council reports that about 40 percent of all timesharing properties in the U.S. are located in Florida.

"Resorts at national vacation destinations like Florida, Hawaii, Lake Tahoe, Las Vegas and Hilton Head Island are the most popular," says Parra. "We also see a trend in urban areas

that have a big vacation pull, like San Francisco, New Orleans and Dallas. Businesses are buying weeks for clients or employees who come into town."

Since timesharing projects are jointly owned by all purchasers of the resort, owners may also pay an average yearly maintenance fee of \$175, explains Parra. Included in the maintenance charge are reserves for future furniture and appliance replacement, as well as the usual components of utilities, taxes, maid service, laundry, painting, repairs and management fees.

"People interested in buying a timeshare property should keep in mind they are buying a vacation," emphasizes Parra. "When they buy their week, they need to consider what they like to do most on a vacation. I suggest they establish criteria for what they desire in a vacation, determine how large a unit they'll need, when they can take a vacation, and what kind of amenities are important to the vacation, like swimming pools, golf courses or tennis courts.

"If convenient, it's always best to visit the property first-hand," Parra adds. "Equally important is a careful review of the contract."

He suggests consumers look for non-disturbance clauses in their contract, assuring them that if the developer changes hands while the project is being built, their right to use the facility will not be disturbed. To protect their money, escrow provisions are important in the contract. Also, people considering a timesharing purchase should check the developer's references thoroughly.

Even newer than timesharing is the concept of exchange networks. Four major U.S. computerized exchange networks—Interval International in Miami, The Exchange Network in California, and Resort Condominiums International and Vacation Horizons International, both in Indianapolis—offer timeshare owners the opportunity to trade accommodations of equal value with each other. The exchange networks are independent companies that do not own or market resort properties,

but instead provide a clearinghouse service for timeshare owners looking for a trade. For a fee, typically fifty dollars, the network accepts an application from an owner and processes it through the computer system to facilitate the exchange.

Success rates vary, but independent performance audits of the networks verify an impressive rate of completed exchanges.

Such trade systems allay the major fears of most potential timeshare owners: losing interest in visiting the same property year after year, and being unable to use the property in a given year.

PROS AND CONS

"Instead of paying ever-increasing rental charges at resort properties, timeshare owners can lock in the cost of vacation accommodations for 25 or more years," explains Christopher Frey, president of Christopher Frey Associates, Ltd., a resort marketing firm in Vermont. "In popular destinations, timeshare owners can assure themselves of guaranteed reservations each year."

Another plus for timeshare owners are the exchange networks, which enable them to swap their weeks of vacation for those of owners at other resorts and pay nothing for their accommodations.

Timesharing is a high growth industry, says the National TimeSharing Council's Parra, with immense potential. It makes economic sense, he says.

"What we need to do is overcome the ignorance that abounds about timesharing," Parra argues. "Once more people learn and understand what timesharing is, they'll choose it as an alternative to their vacation needs."

Timesharing is not without its problems, though. Some resort developers have successfully sold properties that were less than desirable. "Undercapitalized, poorly designed or badly managed properties have been put on the market," says Frey.

The other area of controversy surrounding resort timesharing is the sell-

BUYING TIME

ing process. High-pressure salespersons, along with promotional schemes that feature gifts, sweepstakes or free trips to virtually force a purchase, have generated bad feelings among consumers.

"Because of the relative newness of the product, consumers must be educated before they can intelligently purchase timeshare weeks," explains Frey. "This factor, combined with the developer's often pressing need to make a large number of sales has led, in some cases, to high pressure sales. The consumer, who has just learned what timesharing is, feels pressured by the salesperson to make an immediate decision to buy the product. Consequently, the consumer feels preyed upon."

While such negative publicity continues to haunt the timesharing industry, the emphasis on educating the consumer and the entry of giants like the Marriott Corporation into resort timesharing, have improved its image and resulted in better business, Parra emphasizes.

PUTTING TIMESHARING IN THE EMPLOYEE TRAVEL PROGRAM

Companies like the Raytheon Company, Honeywell, and Digital Equipment Corporation have already found a place for timesharing in their employee travel programs.

"It's a great concept," notes Chuck Bouchard, recreation director for the Raytheon Company. "Interest is growing rapidly among our employees."

Historically, employee services and recreation managers have helped employees rent vacation properties, either through outside travel agents, hotel/resort salespersons, or in-house travel services. A logical next step, says Frey, is to buy a resort timesharing property, avoid increased rentals every year and enjoy condominium-style accommodations.

Employee services managers, working on their own or through professionals like Frey, can typically secure discounts ranging from 10 to 30 per-

cent, depending on the volume sold. "We remove the cost of promotion and marketing," says Frey, "by going directly from the developer to the interested consumer. Marketing costs of timesharing usually run at 45 percent of the total price. However, regulations do vary from state to state."

Frey recommends employee services and recreation managers interested in timesharing sell management on the idea by describing it as a natural extension to the rental vacation program. Managers can also survey the employee population to find out how many workers already own timeshare properties.

"Employee services and recreation managers and top management will be surprised how many employees are already involved in timesharing," Frey adds. "Once it's proven the interest is there, the recreation manager can step in and get employees an even better deal because of the organization's greater buying power. They can also augment a timeshare program with an in-house exchange network."

To sell a timeshare program to employees, Frey suggests the recreation manager initially circulate flyers to deliver general information. They can follow that up with a seminar on specific properties. Normally, developers will offer complimentary trips to interested consumers.

Recreation and Welfare, Inc., the National Institutes of Health employee association, offers a timeshare program to employees and includes disclaimers on all promotional pieces to avoid any liability. Honeywell's attorneys screen all resort property contracts.

"The contract signed is between the timeshare owner and the resort," emphasizes Frey. "So the court of last resort is always the resort."

A DISCOUNT SERVICE

By negotiating directly with the developer at the Mittersill resort in New Hampshire, Bouchard secured what he refers to as a "real sizable discount"

for Raytheon Company employees looking to purchase timeshare units.

"Because of the volume sold, I can typically save employees \$1,400 on their purchase," Bouchard says. "Already at Raytheon we have 150 timeshare owners."

"I've also invited other companies . . . Digital and Honeywell . . . to join," explains Bouchard. "Their employees also find it convenient to own a week at a resort just hours from their homes."

The Raytheon Employees Activities Association promotes the timesharing program to workers. Several months ago, they invited employees to a cocktail party at which Mittersill representatives presented a two-hour seminar on timesharing. Those interested in the property signed up for a weekend stay for two (at a cost of \$70 per couple, including accommodations, meals and two cocktail parties) to inspect the site. Their only additional involvement was in negotiating the discount on the timeshare purchase.

Bouchard recommends employee services managers interested in offering their workforce a timeshare program begin by securing a discount directly with a developer, on a trial basis if desired. Information on the property can be disseminated through bulletin board flyers or, preferably, at after-work seminars hosted by the developer. The best form of advertising, says Bouchard, is owner referral.

"All it takes is one satisfied owner and five more employees want in," he notes.

"It's the way to go," argues Bouchard. "The feedback from our employees has all been very, very positive. Co-workers have developed stronger relationships with each other and their families by traveling together. A couple of marriages have even come out of this."

"But there isn't any magic to it," he adds. "It's just a matter of being selective about the property, being firm during negotiations and being careful before jumping into the program by having the company's legal minds look everything over."

Increasing Task Performance through Employee Recreation

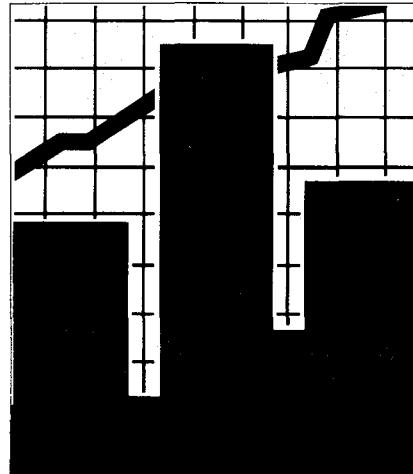
by Craig Finney, Ph.D.

Editor's Note—Craig Finney, Ph.D., delivered his preliminary research findings at NESRA's 43rd Annual Conference and Exhibit last May. This column explores his final report, "Increase Task Performance and Corporate Profits Through Employee Recreation."

American managers are regularly confronted with the need to increase the level of employee task performance while maintaining an acceptable level of quality of work life. Recent research (Glass and Singer, 1972; Davis and Cherns, 1975; Herzberg, 1968) has emphasized this relationship, resulting in the understanding that stress management plays an important role in enhancing task performance and enhancing the quality of work life.

By offering employees recreation programs, employee services and recreation managers can help them manage their stress, and in turn, boost productivity and corporate profits. As proved in a recent study conducted at California State University/Northridge, providing employees the opportunity to recreate or play between stressful work tasks can have therapeutic value for sustaining a higher level of work performance. The study also suggests that play or recreation is a viable mechanism in reducing the post-stress decrement in performance. Finally, the amount of control perceived by the employee while playing appears to impact the effectiveness of play in reducing this decrement.

In earlier studies, Glass and Singer found that when individuals perform a moderately demanding task such as proofreading, while at the same time being subjected to a stressor or external demand such as unpredictable bursts of



As proved in a recent study, . . . providing employees the opportunity to . . . recreate between stressful work tasks can have therapeutic value for sustaining a higher level of work performance.

loud noise, those individuals performed the proofreading task as well as individuals who did not experience the noxious noise.

However, when each of the groups was given another task to perform, with no noise present for either group, the group that had previously experienced the noxious noise showed a significant

performance decrement compared to the other group. Thus, the effect of the stressor, noise, on performance was not immediate, but delayed. Researchers label this phenomenon the "post-stress effect."

Glass, Singer and their colleagues also demonstrated that the post-stress effect does not occur when individuals perceive they have control over the noise. It does not matter that the individuals do not exercise their control; they need only perceive they have control. This post-stress effect may be related to learned helplessness, the result of an individual experiencing inescapable or unavoidable stressors. Seligman (1975) has shown that helplessness further results in depression and a decrease in the individual's ability to cope.

All of these findings give employee services managers an important new tool for the prevention of the post-stress task performance decrements. Ideally, by designing a work environment in such a way that the employee experiences perceived control over stressors in that environment, managers could reduce the likelihood of a decrease in task performance following stressful episodes. Because it is not often possible for workers to experience perceived control over stressors, even in the best designed work environments, managers need some therapeutic techniques that will reverse the effects of a previously stressful episode before an employee goes on to the next task.

It has been theorized (Finney, 1979, 1980) that play can be used as such a therapeutic mechanism to reduce the post-stress task performance decrement described by Glass and Singer. Play itself is defined as autocratic behavior having three characteristics: (1) intrinsic motivation; (2) suspension of

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reality; and (3) internal locus of control (Levy, 1978), a component Glass and Singer also identified in their work.

Because employee recreation programs can provide employees with the opportunity to engage in play (or recreation which is the structuring of the play experience) in work situations where they perceive low levels of control, employees themselves can recapture the perception of internal control. Based on the results of Glass and Singer's work, these employees should experience little or no post-stress performance decrement.

variable in play responsible for the therapeutic effect of play.

To test these hypotheses, an experiment was conducted in which workers (80 students, ages 17-23) performed mathematical word problems; a task much like those in white collar work settings. While performing the task, a stressor (telephones ringing, people talking, typewriters typing and background music playing), was introduced.

After completing the tasks with background noise bursts, the four groups of workers were then given a short op-

lize the Tinker Toys in any fashion they wished; Moderate Perceived Control Play Group workers were instructed to make any kind of space ships they desired with their Tinker Toys; and the workers in the Low Perceived Control Play Group were instructed to make space ships with their Tinker Toys exactly like a sample shown them. The Low Perceived Control Work Group (Control Group) manipulated the same Tinker Toys, but from a task perspective. Workers in this group were instructed to clean-up and organize a box of 1,000 pieces of Tinker Toys following instruction procedures provided them.

After the play experience, all workers were given a final task of solving four puzzles. Two of the puzzles were unsolvable. The time spent attempting to solve the unsolvable puzzles provided the measure of post-stress performance.

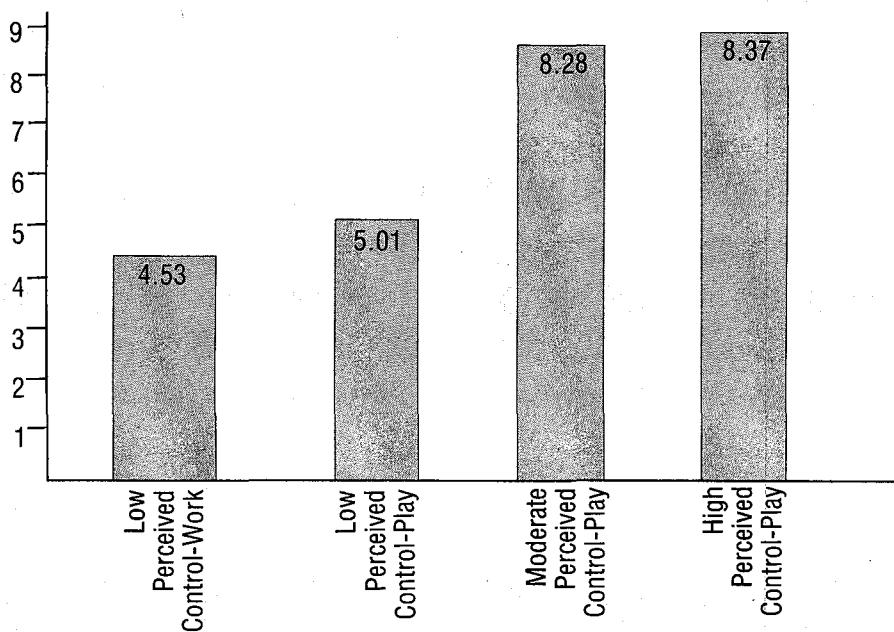
The data in Graph I shows a statistically significant difference between the two groups lowest in control and the two groups highest in control in their play experience. However, the data does not display the neat stepwise increase in persistence from no control through high control that was anticipated to confirm the second hypothesis: the greater the amount of control the worker has in the play condition, the better the performance (persistence) on the post-stress puzzle-solving task.

The 10 percent difference between the low control work and low control play groups in the expected directions, and the statistically significant 40 percent increase in performance between the low and moderate control play groups does support the second hypothesis. The lack of significance of the 10 percent difference and the two percent difference between the moderate and high control play groups initially left the picture unclear.

However, anecdotal data (observations of workers during the investigation and comments made by workers during debriefing) suggested that the moderate control play group turned out to be more than moderate. A typical

Graph I

Mean Total Times Spent on Unsolvable Puzzles



*n for all groups = 20

THE STUDY

Designed to test several hypotheses, this study, conducted at California State University, investigated the premise that following a stressful work episode, a short period of play provides adequate therapy to alleviate the expected decrease of post-stress task performance. Furthermore, it was hypothesized that perceived control was the significant

opportunity to play, differing only in the amount of control each group exercised over what they did in the play situation. Each group of workers was given specific instructions establishing the degree of control experienced while playing with Tinker Toys.

Workers in the High Perceived Control Play Group were instructed to uti-

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comment made by the group told to make any kind of space ship they desired with the Tinker Toys after their play experience was: "I know these don't look like space ships, but you said I could make any kind of space ships I wanted. You'll just have to take my word for it, these are space ships."

Clearly, the instructions for the moderate control play group were easily interpreted as giving an enormous amount of control to the workers; they could build almost anything they wanted *as long as they called it a space ship.*

To explain the small step in performance between the moderate and high control play groups, the researcher discovered that some adults in this culture, when left in a structured adult setting with instructions to do what they wanted with a child's object (Tinker Toys) find it difficult to engage in a meaningful activity. In short, they have difficulty playing, as play is described

by Levy.

Other writers (Kerr, 1962, and Leonard, 1975) have suggested that many American adults are unable to

To prevent this post-stress task performance decrement, work environments and tasks can be structured . . . to enhance the perception of internal control for employees.

play because they have been socialized to believe that play has little value in adult life. For them, play is given a low priority and they might experience

guilt if they were to engage in play when there is "something more important to do."

A more behavioristic interpretation of the data from these four workers would be that, for them at least, the instructions in the high control condition lacked sufficient cue value to elicit a play response. Festinger (1957) identifies this concept as cognitive dissonance.

So while the data does not clearly support the hypothesis that the degree of control affects the therapeutic value of play, there is support for the notion that an individual's ability to play decreases the post-stress performance decrement. Furthermore, the lack of decrease in the post-stress performance depends on the degree of control perceived by the individual. These findings hold a great deal of value for organizational policy-makers.

The data provides a clearer understanding of the potential strategy of or-

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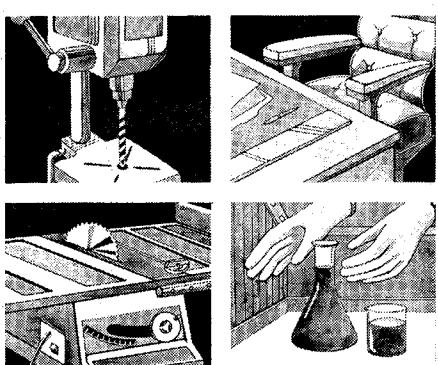
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ganizational policy-makers to provide employees with a play/recreation experience that, in effect, would increase task performance due to lowered stress levels, while at the same time enhance the quality of work life for the employees. The data reported here, along with those presented by Glass and Singer, indicates that individuals' stress levels will increase when they experience a loss in their perceived control, resulting in a decrease in the post-stress task performance.

To prevent this post-stress task performance decrement, work environments and tasks can be structured under appropriate circumstances intended to enhance the perception of internal control for employees. However, as mentioned previously, there are many instances where it may not be feasible for management to structure work tasks where employees can perceive control over those tasks. Therefore, by pro-

viding employees the opportunity to play or recreate between stressful work tasks

... employees' recreation programs would benefit them to a greater degree if participants were offered programs with a greater degree of participative control.



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The study's findings also suggest that employees' recreation programs would benefit them to a greater degree if managers offered participants programs with a greater degree of participative control.

Managers of employee recreation programs can address the issue of perceived participative control by providing alternatives that will furnish participants with activities they perceive as supplying high levels of control.

Given this study, the following recommendations seem warranted:

- Short periods of play for employees can therapeutically reduce the post-stress performance decrement.
- Perceived control by employees impacts the degree of effectiveness play has in lowering the post-

employee services and recreation managers can sustain a higher levels of work performance.

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stress performance decrement.

- When utilizing play/recreation with adults, great care must be exercised to establish that the experience, as seen by the adult, is contextually appropriate on-the-job behavior.

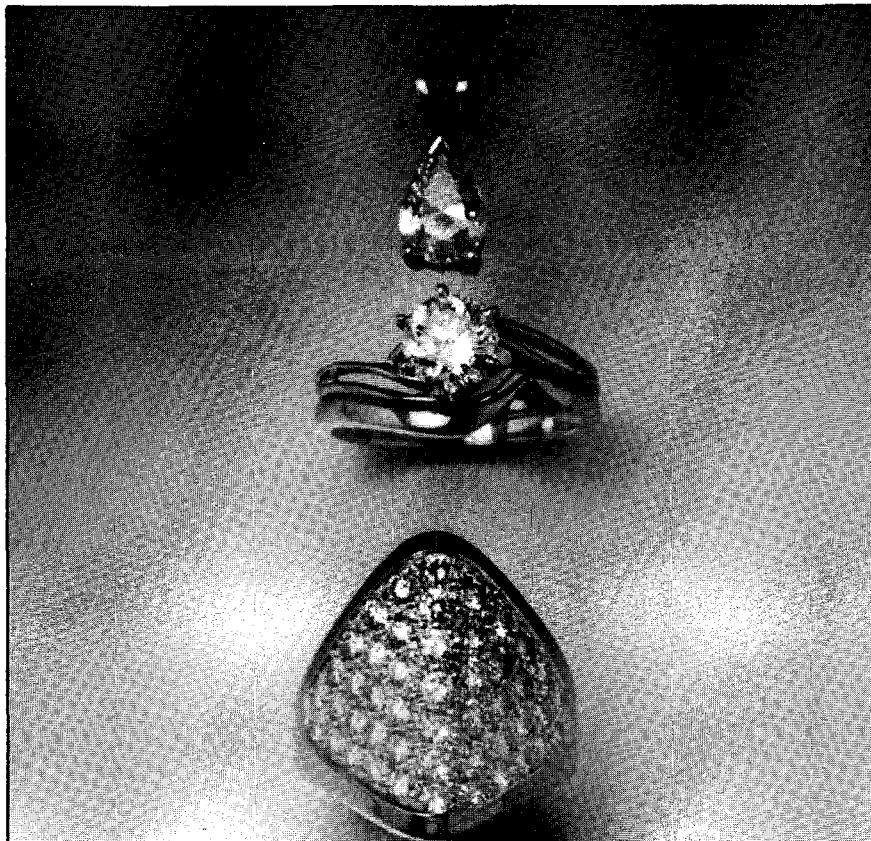
The results of this study indeed indicate that employee recreation can be utilized by corporate policy-makers as an effective mechanism to increase task/job performance. While employees benefit from participation in recreation programs due to experiencing lower stress levels, management benefits from lowered post-stress task performance decrements, which means an increase in post-stress task or job performance.

Employee recreation should be part of all work environments, from the largest corporation to the smallest, for employee recreation enhances the needs of both parties, the quality of work life for employees and increased employee job performance for management. Employee recreation, thereby, is an effective and enjoyable way to increase "profits" for all.

Craig Finney, Ph.D., is an associate professor of recreation and leisure studies at California State University Northridge.

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Physical Fitness and Employee Effectiveness

by John J. Hoffman, Jr. and Charles J. Hobson

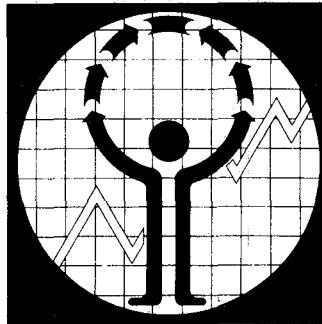
The growth in interest in physical fitness among U.S. organizations has been staggering. According to the President's Council on Physical Fitness, since 1973 the number of companies offering some kind of employee physical fitness program has increased tenfold from a mere 75 to a rather impressive 750.¹⁵ More than 400 major corporations, including Xerox, Johnson & Johnson, Kimberly-Clark, Sentry Insurance, IBM, Prudential Insurance, Control Data and General Foods offer employees some type of fitness program.

Although the real surge in interest in physical fitness among corporations hasn't taken place until the past decade, the idea of company-sponsored physical fitness has been around for quite some time. In fact, it goes back as far as the 19th century when John H. Patterson instituted a physical fitness program at National Cash Register.¹⁸ This program, which consisted of daily 10 minute exercise breaks, is believed to have been the first one of its kind in the United States. Patterson was convinced by a doctor that he could get more productivity out of his employees if he encouraged daily exercise. Ironically, NCR does not have an employee fitness program at the present time.

Other companies, however, have picked up where NCR left off and have developed their own employee fitness programs, some of which are more elaborate than others. Perhaps the most elaborate physical fitness program currently in existence is that of Kimberly-Clark, which operates a \$2.5 million in-house employee fitness center with a full-time staff of 15 health personnel.¹¹

TYPES OF PROGRAMS

Needless to say, not all company-sponsored fitness programs are as elab-



**It is conceivable . . .
that corporations
could make physical
fitness a prerequisite
for employment.**

While the company has no control over actual employee usage of the facility and thus, physical fitness, the potential is there for the company to reap the proposed benefits of having a physically fit employee. An advantage of this type of program is that the sponsoring company does not incur any liability for possible injury that the employee may receive while exercising.

A company sponsored and organized outside facility requires more extensive company involvement in the fitness program. Although the programs vary with each company, the basic structure is that the sponsoring company secures an outside fitness facility for a specified period of time and makes it available for employee use. The method of exercising done during these periods can either be individual and informal or structured and led by a designated instructor.

These programs usually involve a greater financial commitment from the company and require a minimum number of participants in order to be feasible. However, the company has a much better measure of actual employee usage when evaluating the effectiveness of such a program.

A company sponsored and organized in-house facility is the most extensive type of program and is the one gaining the most in popularity in U.S. organizations. It involves companies providing fitness facilities for employee usage at the worksite. Obviously, it requires a capital outlay by the company and also needs a minimum number of participants.

There are, however, some definite advantages associated with this type of program. In-house facilities provide the greatest opportunity for employee participation. It also enables company personnel to monitor the participation and progress of its employees. Some busi-

orate as that of Kimberly-Clark. Fitness programs run the full spectrum from fairly simple, such as subsidizing membership in the local Y.M.C.A., to elaborate, such as Kimberly-Clark's. Although there are about as many different types of fitness programs as there are companies that sponsor them, they can be classified into one of three basic categories: (1) company sponsorship of outside programs; (2) company sponsored and organized using an outside facility; and (3) company sponsored and organized with an in-house facility.

Company subsidization of an outside program is the simplest form of sponsorship and one that is popular with many companies. It doesn't require any capital investment and doesn't really need a minimum number of participants to make it worthwhile. This type of program simply involves company subsidization (full or partial) of an employee's membership in some fitness-related club or facility (i.e. Y.M.C.A., health spa, racquet club, etc.).

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ness executives, however, are somewhat wary of such in-house facilities because they fear the potential liability that could result from employee injuries.

There is much variation in the type of in-house fitness facilities that companies have. The Mitre Corporation, an engineering firm, invested \$10,000 to convert the basement of its Bedford, Massachusetts headquarters into a fitness center complete with showers, lockers and weightlifting equipment. At the other extreme, Xerox pumped \$3.5 million into one of its seven exercise centers. The Xerox facility in Leesburg, Virginia includes a putting green, soccer field, swimming pool, two gyms, four tennis courts, two racquetball courts, a weight room and 2,300 acres of wooded running area.

METHODS OF PARTICIPANT MOTIVATION

As there is great diversity in the types of fitness programs that companies institute, there are many methods used to motivate employees to participate in such programs. Once again, the motivational method must be structured to fit the particular situation of each individual company, thus, no two methods of motivation are exactly alike. Most methods, however, can be categorized into one of three basic groups—purely voluntary, monetary or mandatory.

• **Purely voluntary**—This is the simplest, least costly, and definitely optimal method of motivation. It does, however, require an ideal situation if implementation is to be possible. Under the purely voluntary method, employees participate in the fitness program simply because they *want* to participate in pursuit of their own self-interest.

Implementation of this type of method requires employees who are highly self-motivated and well-disciplined. The theory behind the voluntary method of motivation is that once employees have been exposed to the potential personal benefits of physical fitness, they will take it upon themselves to get in shape. The primary motivating force is the

personal benefits that can be derived from participating in a fitness program. The fact that subsequent benefits may also accrue to the organization is a secondary consideration in this situation.

Needless to say, not all corporations

for each mile they run, push-up they do, pound they lose, etc. This relatively new concept may have some real potential since it rewards actual achievement rather than superficial participation.

• **Mandatory**—The third method of motivation is one that is fairly controversial. It involves making physical fitness mandatory for all employees. In Japan, for instance, all employees are required to participate in daily sessions of calisthenics in order to promote physical fitness. This type of program does not seem feasible in the United States, at least at the present time.

It is conceivable, however, that corporations could make physical fitness a prerequisite for employment. Only physically-fit employees would be hired in the future. Even more extreme, the existing workforce would be given a certain amount of time in which to get themselves in shape if they wish to remain employed. This is definitely rather extreme and controversial at the present time. However, once solid, statistically significant evidence on the effects of physical fitness on employees has been obtained and if that evidence shows a positive correlation between employee fitness and organizational efficiency, the notion of physical fitness as a prerequisite for employment becomes much more palatable.

Fitness advocates strongly contend that physical fitness has a positive impact on important employee variables such as performance, absenteeism and stress.

would find success with this method of motivation because the essential self-motivated workforce is not always found. Recently, another interesting twist has been introduced that may greatly enhance the voluntary participation method of motivation. Several firms have extended the availability of their fitness programs to include the employees' families. By doing so, they hope to increase the level of participation in the programs.

• **Monetary**—As you move further down from top-to-bottom on Maslow's hierarchy of needs, you will find that some, if not most, people can be substantially motivated by monetary compensation. With this in mind, several companies have instituted various types of financial reward systems to encourage and stimulate participation in their fitness programs. Some companies offer bonuses to employees who achieve and/or maintain a desired level of fitness. Others simply pay employees for time spent working out at the company fitness center.

Another fairly innovative idea that has been introduced recently encourages not simply participation, but rather achievement. Under this method, employees are paid a pre-determined fee

EXPECTED BENEFITS

As was mentioned earlier, businesses are not jumping on the fitness bandwagon purely as a result of a sudden rush of paternalistic concern for the well-being of employees. Instead, they feel that there are some definite benefits that can be reaped by the corporation as a result of promoting physical fitness among employees.

Fitness advocates strongly contend that physical fitness has a positive impact on important employee variables such as performance, absenteeism, satisfaction and stress. In addition, company sponsorship of physical fitness can substantially reduce company health-

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care costs. Finally, many businesses now believe that having a physical fitness program can be an important recruitment and retention tool.

RESEARCH EVIDENCE

In evaluating the methodological soundness of research it is useful to consider the typology of research designs introduced by Campbell and Stanley.² They described three basic types of designs: experimental, quasi-experimental and pre-experimental.

Briefly, experimental design represents the most rigorous from a methodological perspective. Random selection of subjects, random assignment of subjects to experimental groups, careful control of experimental conditions, precise administration and manipulation of the independent variable (supposed causal variable) and accurate measurement of the dependent variable (the outcome measure of concern) allow one to realistically address the causal relationships between variables.

Quasi-experimental designs differ from experimental ones basically in the lack of random assignment of subjects to groups. Thus, alternative explanations for an observed relationship between the independent and dependent variable cannot be eliminated.

Finally, pre-experimental designs (such as one-shot case studies and single group, pretest/post-test approaches), because of their excessive simplicity are beset with a number of serious methodological problems which preclude adequately addressing causal relationships between two variables.

Unfortunately much of the research relating physical fitness to the various outcome measures is of the pre-experimental variety. Thus, in such instances, we simply do not know, in any scientific way, whether fitness is causally related to these other variables. In terms of more specific shortcomings in the research, one frequently finds such problems as: (1) the lack of adequate control groups for comparison purposes; (2) self selection of subjects, i.e., only those with the motivation and interest in fitness participated; (3) lack of statistical significance testing to deter-

mine the probability of chance findings.

PERFORMANCE

Advocates of the fitness movement strongly contend that improved fitness

Many businesses now believe that having a physical fitness program can be an important recruitment and retention tool.

leads to improved job performance. There are various schools of reasoning behind this contention, ranging from very sophisticated (such as exercise increases the flow of oxygen to the brain which, in turn, allows for clearer thinking and improved alertness) to rather simplistic (such as "an employee who feels better"). In any case, proponents of physical fitness are quick to include improved productivity as one of its benefits.

To date, few methodologically sound studies on fitness and job performance have been completed. Some research of questionable vigor has been undertaken in Europe,^{5,22,25,14,4,10} which seems to indicate that fit workers are more productive. On the basis of these results however, no firm causal statements are possible.

Unfortunately, the remainder of the research dealing with fitness and performance is entirely of the pre-experimental variety and thus fraught with all of the associated interpretational problems.

For instance, a recent study of office workers at a large insurance company measured supervisory ratings of employee performance at two different intervals²⁷. Between measurements,

members of the test group took part in a structured physical fitness program while members of the control group did not.

While the study indicated that the average level of supervisory ratings increased for the test group, the findings were based on questionnaires that were voluntarily submitted by the employee. As a result, the number of employees responding to the second measurement was substantially less than that of the first. It is logical to assume that those who received higher performance ratings the second time would be more willing to respond to the questionnaire than those who received lower ratings. Thus, the results of this study are uninterpretable and cannot be considered as evidence in support of the fitness-performance relationship.

In summary, while the literature in this area generally supports the notion that fitness is positively related to performance, the bulk of the research is of questionable methodological soundness and no firm conclusions can be drawn concerning causality.

ABSENTEEISM

One of the strongest contentions offered by advocates of the fitness movement is that improved employee fitness results in reduced absenteeism. This claim is based on the logic that employees who exercise feel better and are in better physical condition. As a result, they are less likely to miss work. A great deal of pre-experimental type literature supports this contention. Brief examples include:

- A study of two groups of employees at the headquarters of Metropolitan Life found that 100 employees who participated in a fitness program averaged 4.8 sick days per year as compared to 6.2 days absence per year for members of the control group who did not exercise³².

- Officials of the Battelle Memorial Institute report that a recent study indicated that employees who used the fitness facilities at the firm's Columbus, Ohio laboratories averaged 2.8 days less absenteeism than those who did not. The firm reported that the total

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savings associated with the reduced absenteeism was approximately \$150,000 per year¹³.

• Internorth, Inc. of Omaha, Nebraska contends that a recent company study found a positive correlation between fitness and absenteeism¹². Employees who participated in aerobic exercise classes at Internorth were absent from work an average of one day a year while nonparticipants averaged six days absence per year¹³.

• A study conducted at two large insurance offices indicated that an analysis of company attendance records found that subjects who actively participated in a fitness program had essentially the same absenteeism rate before participation in the program began as did other employees. However, during six months of participation in the fitness program, they developed a 22 percent advantage relative to other employees²⁹.

• Northern Natural Gas officials have reported that participants in its aerobic

program lost significantly fewer work days because of illness than non-participating employees¹¹.

• A Johnson & Johnson survey in-

Officials of the Battelle Memorial Institute report . . . that employees who used the fitness facilities . . . averaged 2.8 days less absenteeism than those who did not.

dicated that employees who participated in its fitness program took fewer sick days than non-participants did³⁰.

More rigorous studies on the fitness-

absenteeism link were generally not available. However, more scientific research originating in Europe^{5,23,21,15} does seem to support the contention that fit employees are absent less frequently. Since these studies also fall short of the requirements of vigorous experimental and quasi-experimental designs, we cannot at this time conclusively assert that fitness causes less absenteeism. A general trend in this direction is certainly evidenced, yet causality has not been demonstrated.

SATISFACTION

Proponents of physical fitness maintain that exercise and its subsequent effect on fitness has a positive effect on the level of employee job satisfaction. The basis for this contention is that exercising results in a more positive self-image which, in turn, has impact upon job satisfaction. People who feel better about themselves will usually have a greater amount of satisfac-



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tion with the work they do. Fitness advocates maintain that exercise will improve overall job satisfaction and result in greater organizational efficiency.

Folkins and Sime⁸ have reviewed the fairly extensive research relating fitness training and various mental health variables, such as mood and self-concept. They asserted, "In general, studies of physical fitness effects on psychological health are poorly designed [and] only about 15 percent of the studies reviewed qualified as true experiments." However, on the basis of these studies, the authors concluded that the findings suggest that fitness training leads to improved mood and self-concept.

To the extent that overall improvements in mood and self-concept generalize to job satisfaction, one would expect fitness training to increase satisfaction. No rigorous experimental research bearing directly on this issue is available. There have been some pre-experimental studies in this area however. For instance, Johnson and Johnson conducted a survey of employees and found that those who participated in a regular fitness program were more satisfied with their jobs than were non-participants³⁰. The interpretational problems with this type of study have already been addressed.

Thus, in summary, while fitness training does seem to cause improved mood and self-concept, and one might reasonably hypothesize that it would also improve job satisfaction, to date we cannot draw any firm conclusions about this particular relationship.

STRESS

At present there is a growing body of experimental and clinical research supporting the notion that physical fitness can lead to significant reductions in job stress^{19,27}. Regular, rigorous physical activity has been shown to reduce muscle tension, anxiety, blood pressure, heart rate and incidence of heart attacks—all stress-related symptoms.

Schuler²⁷ has argued that we are currently faced with an epidemic of job stress in this country which is costing

billions of dollars per year in lost hours and health costs. Given these staggering figures, it seems rather obvious, based upon the extensive research available, that fitness programs could be expected to significantly reduce job stress and have favorable impact on the bottom line.

HEALTH CARE COSTS

Employee health care costs present a sizeable sum of money for businesses each year. Premature employee death (\$25 billion) and employee illness and disability (\$3 billion) combine to cost companies approximately \$28 billion a year¹¹. In other terms, U.S. businesses pay an estimated \$60 billion a year for employee health insurance plans³¹.

While few scientific studies are available, there is a growing body of anecdotal case studies supporting the idea that fitness programs can lead to reductions in health care costs. For instance:

- An insurance employee study found that exercise subjects had a diminished rate of health care visits, lower expenditures for prescription drugs, fewer colds and fewer absences from work. The study noted, however, that the reduced health care utilization may have been attributable to seasonal factors²⁹.

- Several insurance companies have begun to offer lower group health insurance premiums to those corporate clients that have implemented a structured employee physical fitness program. A survey conducted by Fitness Systems found that no firm with a fitness program cited an increase in insurance costs, while 15 percent actually noted a reduction in insurance costs¹⁵.

- A model has been created by Marvin Kristein, an economist at the National Institutes of Health in Bethesda, MD which shows that the average white-collar company would save about \$466,000 in annual medical costs for each group of 1,000 employees by promoting good health and thereby helping them reduce disease factors in their lives³².

Given the well-documented im-

provements in fitness attributed to sustained exercise, it seems only a matter of time before conclusive experimental and clinical evidence is forthcoming supporting the causal relationship between fitness and reduced health care costs.

RECRUITMENT RETENTION

The final benefit proposed by advocates of physical fitness programs deals with the aspects of recruitment and retention. They maintain that firms that sponsor an employee fitness program can use it as a selling point to attract potential employees or to retain those currently under hire. Fitness proponents point out that this can be an extremely attractive fringe benefit, especially at the executive level.

Unfortunately, there are virtually no scientific studies of the relationship between fitness programs and enhanced recruiting or retention. For the time being we can only refer to a growing number of anecdotal case studies. For example:

- As Dr. Robert Dedmon, vice-president of medical affairs at Kimberly-Clark points out, the in-house fitness center has been a big recruiting aid. "It's been swell for us in recruiting. Other considerations being equal, the availability of the program has helped to sway the decisions of young people about joining us"¹⁵.

- An in-house fitness center can also help with retention of key employees. A bank examiner at Boston Federal noted that his friends at other Boston banks were "very jealous" of Federal's fitness center³³.

- Time magazine recently commented, "A corporate fitness program is the hottest perk since the executive washroom." The same article quoted a Xerox executive as saying, "Before I'd change jobs, I'd ask an employer if he had a gym"⁹.

Thus, while no sound scientific data are currently available, it seems reasonable to hypothesize that a probable relationship would emerge. Certainly such rigorous research is warranted.

Much of the literature is pre-experi-

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imental and definitive causal relationships have not been well-established. However, physical fitness does seem to be related to a number of important aspects of employee effectiveness. More specifically, there is strong evidence that physical fitness leads to improved mood and self-concept (related to job satisfaction) and reduced job stress. There is some support for the hypothesized relationships between fitness and job performance and absenteeism. Finally, there is growing recognition of the probable relationships between fitness and health care costs and recruitment/retention. On the basis of the available research, we strongly recommend physical fitness as a way to improve both personal and organizational effectiveness.

FUTURE RESEARCH

Obviously, the foremost research recommendation must center on the need for more methodologically rigorous research; such as more frequent use of experimental and quasi-experimental designs. Only in this manner will we be able to expand our scientific understanding of the effects of physical fitness.

A second recommendation concerns the need for effective cost/benefit evaluation of fitness programs in the manner suggested by Cascio³. Using this approach, one estimates the dollar costs to the company of implementing and operating a fitness program and the dollar benefits of the associated outcomes (improved performance, satisfaction, absenteeism, etc.). These costs and benefits can then be compared to determine if a company's fitness expenditures are justifiable in terms of their dollar return. Given the likely relationships between fitness and a number of economically important employee effectiveness criteria, we would predict that cost/benefit analysis of fitness programs would dramatically demonstrate their value.

In conducting cost/benefit analyses, one must take into consideration the different time frames for realization of expected benefits. Pyle²³ has developed a timetable charting the emergence of these expected benefits. He contends

that evaluative measures of fitness programs can be broken down into three basic time frames—short-term (three to four months), intermediate (one year), and long-term (minimum three to five years).

in this long-term perspective in order to accurately assess the true dollar impact of a program.

A third research recommendation deals with the need for comparative evaluation of the risks and benefits associated with various forms of physical activity. There are two major reasons why this research is important.

First, some types of exercise have a much greater potential for injury than others. For instance, basketball and touch football have a much greater incidence of sprained ankles and broken wrists, than jogging and weightlifting. If a company were to advocate activities such as basketball or football, they could find their increase in health care costs due to injuries would more than offset the reduction in costs resulting from the benefits of exercise.

A second, more "scientific" reason why the type of exercise must be given serious consideration is that different types of exercise have different effects on physiological variables, especially stress.

Carl Brownman of the State University of New York points out that static exercise has a substantially different impact on stress than dynamic exercise. Static exercise, such as push-ups and weightlifting, seems to trigger a fatigue response that relaxes a person. Dynamic exercise, on the other hand, which includes running and swimming, produces a generalized stress effect¹⁷.

Finally, a fourth research recommendation concerns the need for evaluation of alternative methods to motivate participation. If one assumes that fit employees are "better," more effective employees, it becomes important to determine how to maximally motivate program involvement. Research is particularly needed in evaluating the relative efficacy of various monetary incentives to encourage fitness.

RECOMMENDATIONS FOR MANAGEMENT

On the basis of this review, it seems safe to conclude that physical fitness is related to important aspects of employee effectiveness. Thus, in general,

Time magazine recently . . . quoted a Xerox executive as saying, "Before I'd change jobs, I'd ask an employer if he had a gym."

In the short-term, the primary value of a fitness program is to the individual participant who benefits by an improved overall physiology, especially reduced risk of coronary failure and minimization of various other health hazards.

During the intermediate time frame, some benefits begin accruing to the company in terms of reduced absenteeism and improved employee morale. However, the major portion of the benefits during the first year are still realized by the individual participant who develops an improved self-image and self confidence as well as further improvement on the physiological factors realized in the short-term.

It is not until the longer term, Pyle maintains, that corporate management truly begins to reap the benefits of employee fitness programs. It is during this time frame that increases in productivity and overall organizational effectiveness can be noticed. In addition, the fitness program will now have had sufficient time to produce significant impact on corporate health care costs. It is during this period, Pyle claims, that a cost-benefit analysis should be conducted to get a true evaluation of the effectiveness of the fitness program²³. An effective cost/benefit analysis of employee fitness must build

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we advocate the implementation and operation of fitness programs. However, with respect to optional methods of motivating participation and the most beneficial physical activity, specific research-supported recommendations cannot be made at this time. We simply don't know, as our research base is extremely limited.

We encourage any organization implementing or operating a fitness program to rigorously measure and evaluate its effect to increase scientific knowledge on the topic. In addition, we recommend a thorough cost/benefit analysis to fully justify fitness program expenditures. On the basis of the available research, we would predict that in most instances, organizations would derive substantial dollar benefits from successfully operated fitness programs.

Finally, in those instances where management has decided to begin a new fitness program, several key ingredients are necessary for successful implementation and operation.

Company commitment is vital to the success of any employee fitness program. Top management's belief in and support of fitness promotion will greatly increase the potential for success. This support must be real. The best way to express this support is to have top executives participating in the program. Furthermore, the commitment must be long-standing; it cannot fade with the initial enthusiasm. If it does, the program will be doomed to failure¹.

In conclusion, it must be emphasized that there was an overwhelming general consensus of support for fitness programs in the research. This attitude is best expressed by Darwin E. Smith, chairman of Kimberly-Clark: "Kimberly-Clark has a substantial investment in its employees. To us, it is simply good business sense to keep them feeling well, which not only keeps them on the job but even helps them do a better job. If our program is successful, we can look forward to increased productivity. Also, we may have found a partial solution to the continually mounting costs of direct medical care . . ."¹¹

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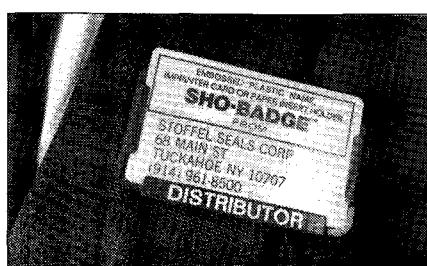
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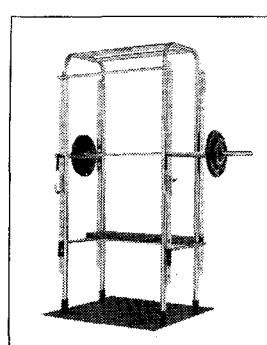
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Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 827-0497.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

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Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

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Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terrell Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jim Christian—(619) 695-5514.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

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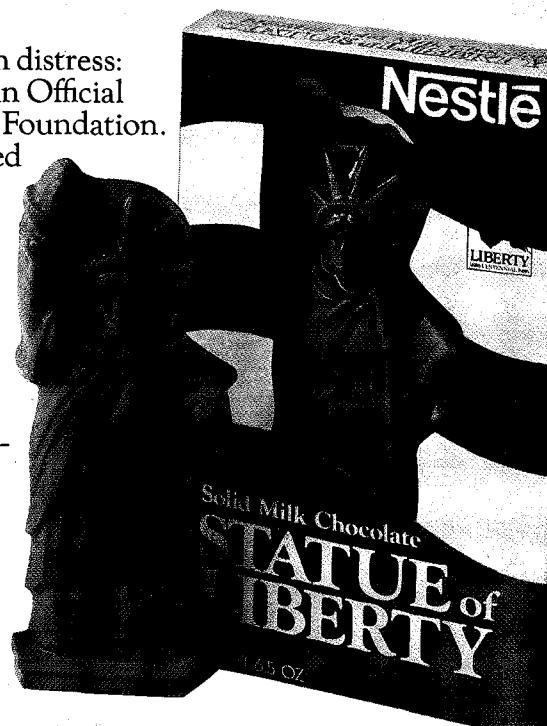
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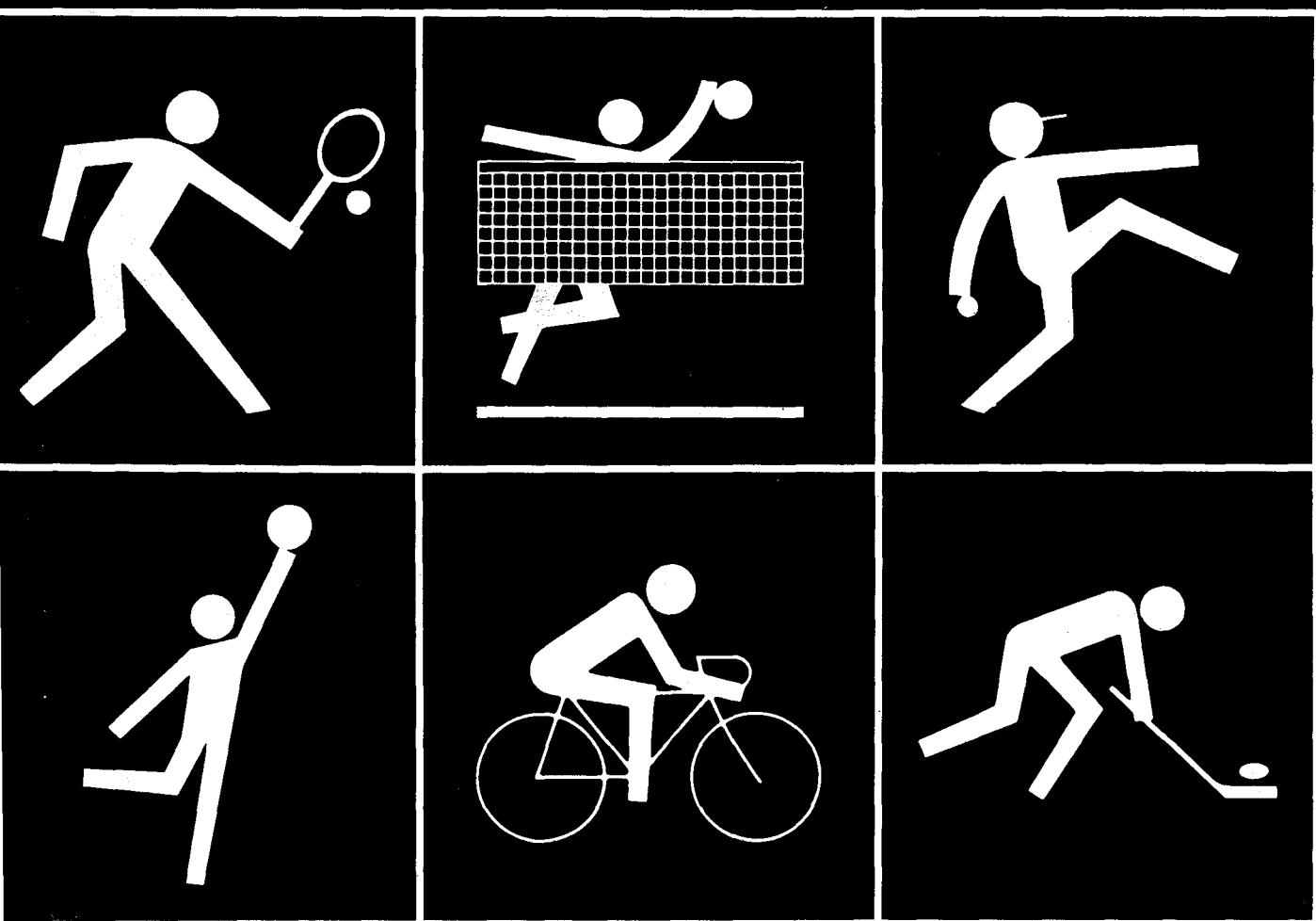
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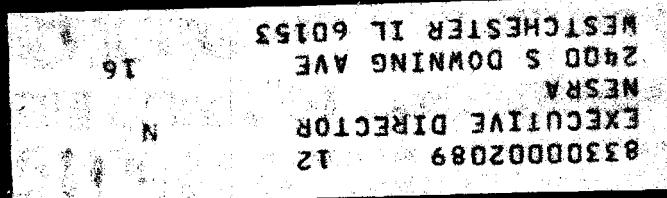


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Putting Safety in Your Sports Programs



NESRA

Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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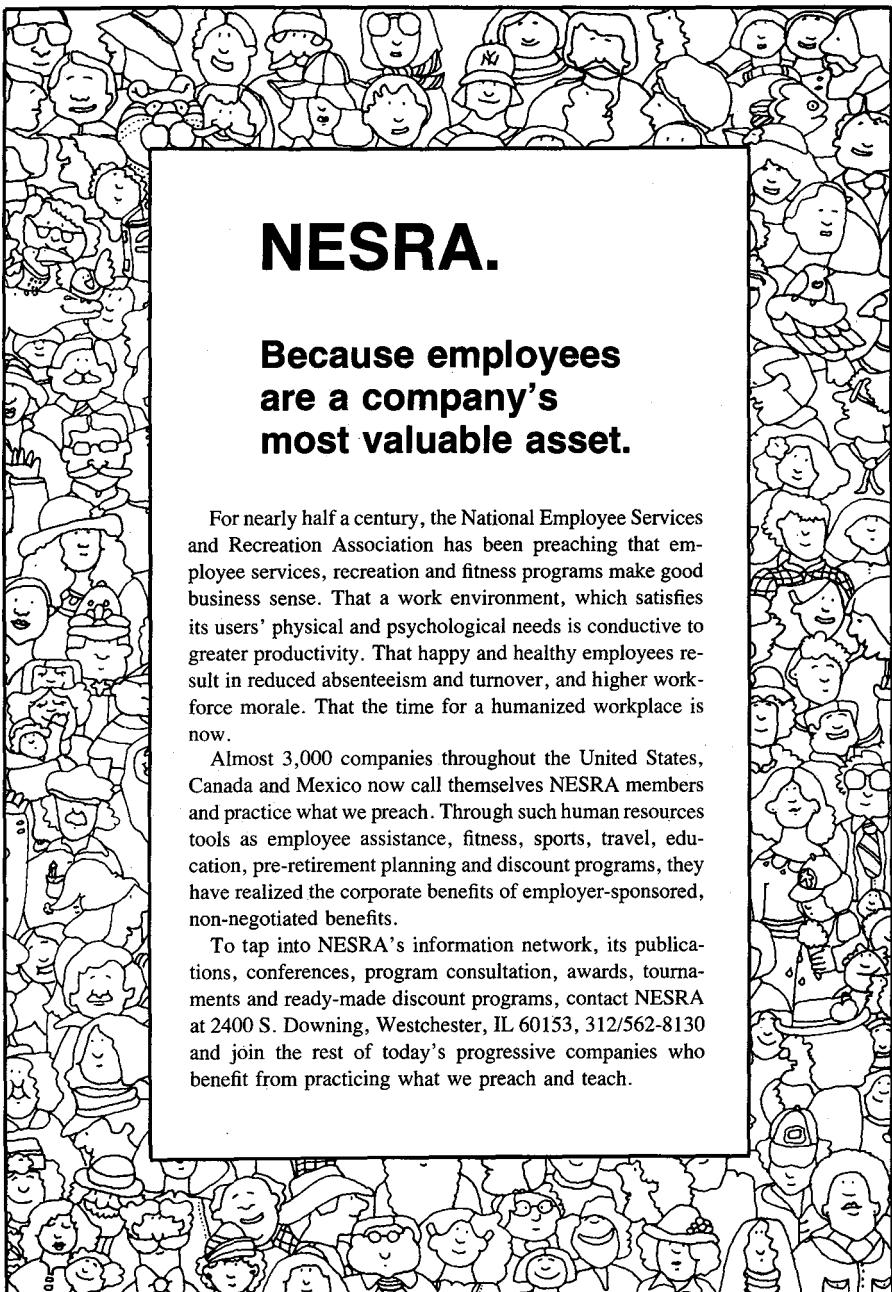
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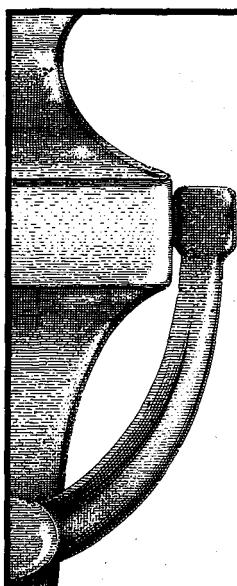
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Because employees are a company's most valuable asset.

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment, which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

Almost 3,000 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.



Open the door to new opportunities, novel programming ideas and hundreds of professional peers.

At the 44th Annual Conference and Exhibit of the National Employee Services and Recreation Association, "Employee Services and Recreation—A Beacon to the Future," May 1-5, 1985, in Boston, Massachusetts.

EMPLOYEE SERVICES MANAGEMENT

Volume 27 • No. 8

In this issue . . .

The cost of ignorance, or negligence as the courts explain, is quite high in this "sue-me" society. The law books are filled with real cases in which companies ended up on a legal chopping block, losing millions of dollars for what an attorney proved as negligence.

Employee services and recreation managers aren't defenseless against the hazards that can turn into accidents. Effective risk management begins by "Putting Safety in Your Sports Programs." Modifying rules and facilities, making regular grounds and equipment inspections, and improving the fitness levels of employees before they put on their sports uniforms can make the difference between injury-filled leagues and safe, enjoyable games.

Like coordinating successful employee programs, safety is no accident.

The cover of the journal features a grid of six icons representing different sports and activities: tennis, badminton, soccer, basketball, cycling, and running.

Employee Services Management
JOURNAL OF EMPLOYEE SERVICES AND RECREATION MANAGEMENT
HEALTH AND EDUCATION

Putting Safety in Your Sports Programs

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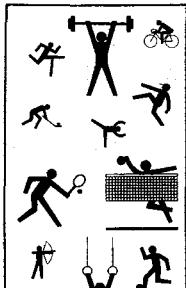
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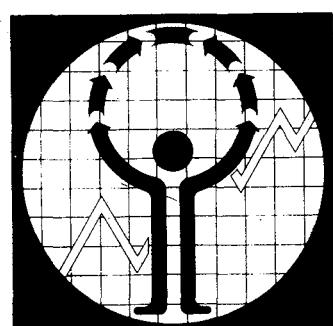
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In this second part of a two-part series, researchers examine the relationship between job performance and physical fitness and release a fitness training program that can be implemented in any corporate setting.

PUTTING SAFETY IN YOUR SPORTS PROGRAM

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by Kimberly A. Thomas, editor

For recreation managers, maintaining safe sports programs are a matter of risk management. Without it, they risk losing those valuable employee perks.

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To quench the ever-present spirit of competition in companies, recreation managers can turn their employees on to sports tournaments.

PLANNING THE SPORTS AWARD BANQUET

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Because the competitive spirit seems to flicker in even the most amateur of athletes, rewarding physical accomplishments seems to be the natural thing to do.

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THE NESRA NETWORK/AD INDEX

Cover III

Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



Take Home the NESRA Conference

... with cassette tapes of the major educational sessions of the 43rd Annual NESRA Conference and Exhibit.

Meeting the Needs of Today's and Tomorrow's Workforce—Michael H. Annison, president of the Westrend Group, explores the trends that will affect employee services managers.

Corporate Fitness: An Overview—George Pfeiffer, vice president of The Center for Corporate Health Promotion, outlines the rationales for and benefits of employee fitness programs.

Managing the Successful Move to Computers: Part I—Bob Arinello, market representative for Storage Technology Corporation, looks at how to program a computer for optimal efficiency.

SPECIAL OFFER

Understanding Yourself to Energize Personal Performance—Bill Brooks, president of William T. Brooks and Associates assists managers in identifying specific work behavior patterns to capitalize on their strengths and interact more effectively with others. This \$18.50 set includes a cassette tape and individual workbook. Send for this directly from NESRA headquarters, 2400 S. Downing, Westchester, IL 60153.

Golden Waste Space—John Leslie, (retired) 3M Company, enlightens listeners to largely ignored prospects for programming space.

In Search of Excellence—Herb Dre, training specialist for Storage Technology Corporation, discusses the principles and effective techniques of sound management.

Transition Awareness Process—Diane Fausel, employee programs manager for the City of Scottsdale, presents specific techniques which can help employee services managers reduce the time it takes for new employees to become effective on the job.

That Urge to Achieve—William Curra, director of human resources at Martin Marietta Aerospace, explores the characteristics of high achievers.

Your Employee Services Program—What's the Score?—Scarvia Anderson, consultant and adjunct professor at the Georgia Institute of Technology, evaluates the effectiveness of employee services and recreation programs.

Managing the Successful Move to Computers: Part II—Frank Richardson, owner of the Computer Connection, explores computer hardware and software usage.

Promising Approaches to Health Promotion in the Workplace—Jeff Bauer, consultant and professor at the University of Colorado/Boulder, enlightens listeners on how to promote healthy lifestyles on a shoestring budget.

Lifestyle (Diet/Exercise) Relates to Health—Julian M. Whitaker, M.D., founder and director of the National Heart and Diabetes Treatment Institute, Inc., provides professional advice on how to make the American lifestyle healthier to enhance the individual's quality of life.

Impact of Employee Services and Recreation on Productivity—Craig Finney, Ph.D., professor of Recreation and Leisure Studies at California State University/Northridge, presents research that supports employee services and recreation's positive effect on worker's productivity.

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Complete the form above and send \$8.50 per tape to: Cassette Services, 815 N. Douglas, Arlington Heights, IL 60004. Tapes for the Bill Brooks session can only be obtained through NESRA headquarters.

NEWS IN BRIEF

Employee Contributions Slow Rising Health Costs

Health costs soar for employers, except where employees pay more.

Medical-insurance costs for most companies jumped 20 percent to 25 percent last year, or about twice the rise for overall health costs in the U.S. The biggest problem is that hospitals, forced to make up for falling occupancy and for reduced payments from Medicare, are raising rates sharply.

"We lowered hospital use, but higher costs wiped out the savings," complains a Deere & Co. official.

But costs rise slower for companies whose workers pick up a bigger share of medical bills. Quaker Oats says its medical-insurance premium rose only 4 percent last year, after a 20 percent rise in 1982, because workers began paying 15 percent of their health bills; earlier, the workers paid nothing. PepsiCo says it keeps yearly health-cost increases under 10 percent because workers, knowing they must pay 40

percent of bills, use less health care than otherwise.

According to Prudential Insurance, workers who pay 20 percent of bills run up a tab 7 percent smaller than workers who pay nothing.

Corporate Runners Compete in Minnesota Employee Relays

Eighty-three runners from five Minnesota companies, including Control Data, General Mills, Honeywell, Sperry and Northern States Power, participated in the first-ever Minnesota Employee Relays sponsored by the Minnesota Employee Recreation and

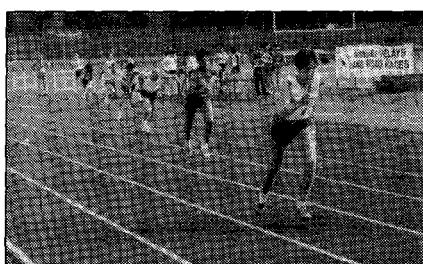
Services Council, a chapter of the National Employee Services and Recreation Association, in early June.

Competing in 5K and 10K races, the winners received individual medals to recognize their efforts. Six of the races' participants entered the National Corporate Cup competition in California late last summer.

Toward Labor-Management Cooperation

A Ford plant closing may prove a model of labor-management cooperation.

Late last year, the auto maker announced a closing of a Milpitas, California plant. A panel of Ford and United Auto Workers union officials quickly began to assess the 2,100 hourly workers' training needs, reports the *Wall Street Journal*. Idle portions of the plant and the cafeteria were used to teach remedial English and math skills. Ford also offered "vocational exploration"

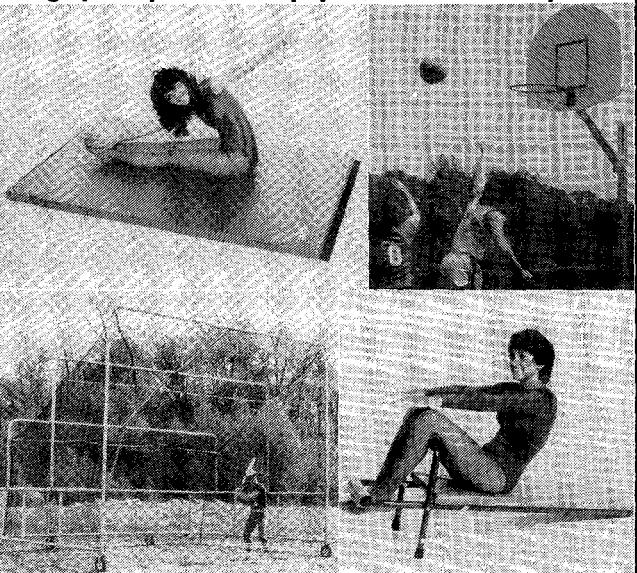


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NEWS IN BRIEF

classes for up to two weeks so employees could try new skills.

The sessions, taught by plant staffers, covered such areas as auto upholstery and forklift operations. The company still runs a center at the closed plant for other training and placement services. About 375 workers already have landed jobs, says the UAW's Stan Jones; other members hate being unemployed but feel Ford treated them in a "humane way."

Gary Hansen, a Utah State University researcher assessing the plant-closing project, calls it "the most innovative one in the country."

World Thinkers Study Future

"WorldView '84: A Global Assessment of Problems and Opportunities" brought together almost 3,000 people from around the world ready to work on solutions to a myriad of problems.

What the *Washington Post* described as "an eclectic mix of thinkers of the

possible" met in Washington, D.C. this summer to discuss everything from acid rain to growing "supercities" in the Third World.

Psychologist B.F. Skinner, *Star Trek* creator Gene Roddenberry, and U.S. Senator Claiborne Pell were among the 600 speakers at the conference. Representatives from some two dozen countries—including Israeli psychologist Erika Landau and Romanian ambassador to the United States Mircea Malitza—participated in the event.

An exposition of the future featured a robot, a geodesic dome, and an exciting display by NASA. In all, more than 70 non-profit organizations, high-tech corporations, and government agencies displayed their wares.

Among the revelations made at the 200 sessions by the 600-plus speakers:

- "We can anticipate that the total number of blue-collar workers will drop below 10 percent of the American workforce by the end of this century, until it finally stabilizes in the low single digits in the next century," said

Raymond Ewing of Allstate Insurance.

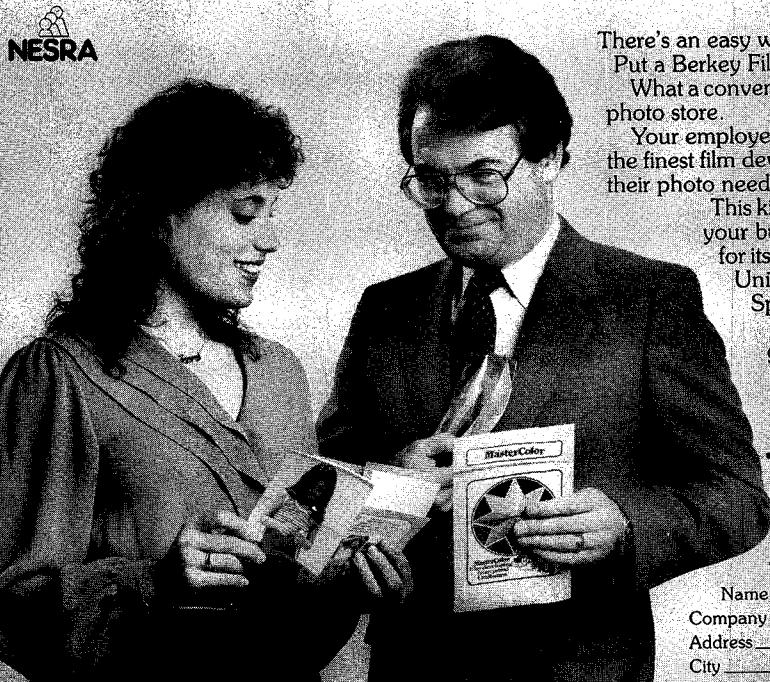
- Benjamin Spock, author of *The Baby Book*, called the lack of day care facilities in the United States "an absolute disgrace" and warned that "in more than 50 percent of families, even those with young children, both parents are working, and we haven't made the adjustments that are necessary for that."

- Two professors from the University of Houston revealed the results of a major study on the social effects of microcomputers. They concluded that "contrary to popular belief . . . the personal computer plays a moderate, neutral-to-positive social and psychological role in families."

- "The abandonment of the defined benefit plan seems inevitable," speculated Geoffrey Clavert, founder of Alexander International. He foresees the "cafeteria concept" of individual employee choice as the wave of the future in employment and retirement benefits.

- The co-director of the Institute for Futures Forecasting, Riane Eisler,

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NEWS IN BRIEF

warned that "unless present growth rates are drastically lowered, they will result in the addition in just one year in the middle of the next century of more people than during the 1500 years after Christ's birth."

• The editor of the *American Journal of Psychotherapy*, Stanley Lesse, estimated that if health care costs continue to rise at current exponential rates, "they will amount to one trillion dollars in 1993. This amount will be equal to 20 percent of the gross national product." Such costs, said Lesse, would render the U.S. "economically impotent."

• "Between now and the end of this century—a short 16 years—economists are predicting that the U.S. economy will generate \$4 to \$5 trillion in new capital assets, assets that will embody the next generation of applied technology," said Jeff Gates of the U.S. Senate Committee on Finance. But unless current financing techniques are altered, small businesses will find access

to credit even more limited in the future than today, predicts Gates.

• "The fastest-growing group in the U.S. is people 85 and over," said Norman Feingold, president of the National Career and Counseling Services. "There will be 100,000 people over age 100 in the year 2000." Feingold sees the home health aide, the new U.S. health worker in many states, as crucial in helping the aged take care of themselves.

• National service programs for youth are finally getting off the ground, according to Donald Eberly of the National Service Secretariat. He noted that New York City recently announced plans to initiate a three-year program that would enable 18 year olds to serve in such areas as urban conservation, assistance to the elderly and the homeless, and work with children and the victims of crime.

• Current annual population growth in the world looks like this, according to Dennis Pirages of the University of

Maryland:

Europe	0.0%
North America	0.7%
Soviet Union	0.8%
Asia	1.9%
South America	2.3%
Africa	3.0%

Some individual nations are growing much faster. With an annual rate of 4.1 percent in Kenya, "by the year 2020 it is estimated that there will be 73 million Kenyans, more than four times the present population."

Looking For A Job? Don't Smoke

Smokers beware, informal job-hiring practices against smokers are on the rise—and legal—according to an article in the July issue of *Management World*, published by the Administrative Management Society.

"The Supreme Court left little doubt that job-related factors such as smoking

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NEWS IN BRIEF

are legal criteria for personnel decisions," writes William L. Weis, Ph.D., CPA, an accounting professor at Seattle University in his article, "Giving Smokers Notice."

"Discrimination against smokers in hiring and on the job does not violate equal employment opportunity statutes," Dr. Weis says. "Employers have hiring and firing rights, as long as they are not a pretext for discrimination on basis of race, sex, national origin or religion."

In a recent survey of Seattle-area managers with hiring authority, 53 percent are giving preference to non-smokers. After learning smokers are twice as likely to be absent as non-smokers, as well as a health risk to nonsmokers, nearly 90 percent of the respondents said they would give preference to nonsmoking applicants.

Yet, employers are reluctant, according to Weis, to go public with their informal policies against smokers. In fact, 23 of 30 on-campus recruiters sur-

veyed at Seattle University did not know it is legal to screen applicants on the grounds of smoking.

"Smokers, bewildered by rejection," says Dr. Weis, "are being penalized doubly by employers who refuse to disclose that it is smoking, not other factors, costing the applicants a job offer."

Slower Economic Growth Sets Up Favorable Conditions

After 18 months of rapid expansion following the 1981-82 severe recession, the economy is entering a period of slower growth—which may be just what we need, University of Michigan economists predict.

The slower growth, probably accompanied by declining interest rates, should set up conditions favorable for sustainable growth during 1985 and into

1986, they add.

"The path of lower interest rates," U-M economists Saul H. Hymans and Joan P. Crary explain, "is critical to the subsequent development of sustained growth with low inflation."

"The important elements in producing the environment of lower interest rates are, first, the initial slowdown itself and, second, both the Federal Reserve Board's willingness to support a drop in interest rates and money market expectations which are not adverse to lower interest rates. The latter will depend heavily on continued governmental action to deal with the structural deficit in the federal budget."

Hymans and Crary say the Deficit Reduction Act of 1984, "was about as much as realistically could have been expected in an election year." Early 1985, they add, could determine if a real commitment exists which will produce a permanent solution to the "fiscal mess which now exists."

The current U-M forecast includes

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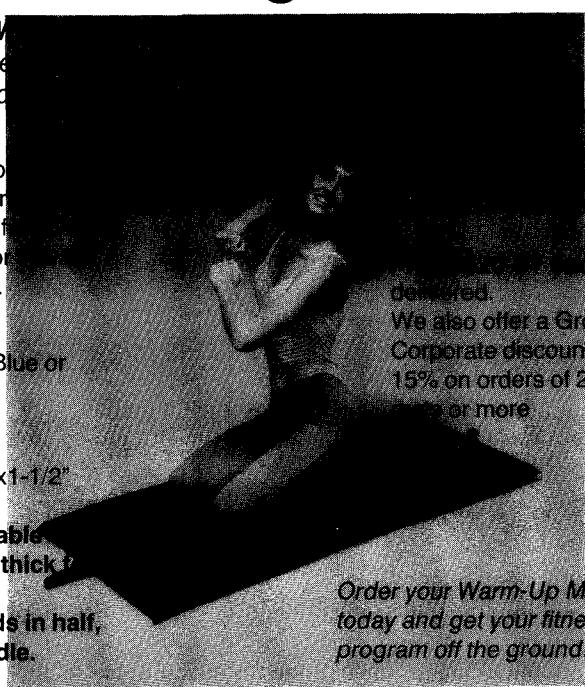
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NEWS IN BRIEF

the following details:

Real gross national product (GNP) should grow at a 4 percent average annual rate during the second half of 1984, compared with the 8.8 percent rate estimated for the first half of the year. Accounting for the slower growth are consumer durables, residential construction, and the continued decline in real net exports.

Little further decline in unemployment is forecast for the balance of the year. The civilian unemployment rate is expected to edge down to a 7.3 percent average for fourth quarter 1984, compared to 7.5 percent currently.

The rate of inflation should increase, but not sharply, throughout the forecast period—accelerating from 3.3 percent in second half 1984 to 5.2 percent in second half 1985.

The deficit should remain at about \$170 billion, "awaiting initiatives more substantial than those recently taken to produce any sustained reduction."

If interest rates fail to come down,

the impact would be more severe, they add. The economy's growth rate in that case could be brought down to just over two percent for the second half of 1985, depressing housing starts and auto sales, raising unemployment back to a 7.4 percent rate and inflating the federal deficit to nearly \$200 billion.

Aerobics Puts New Life Into Tennis

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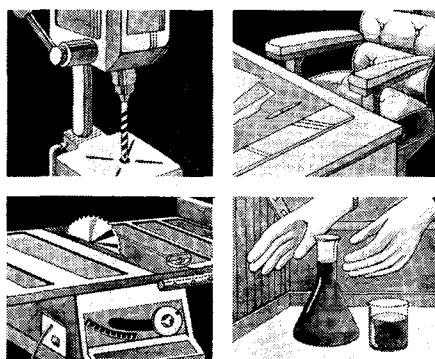
What you're seeing, according to University of California, Berkeley tennis coach Bill Wright, is not just top players with good technique, but players putting their whole body into the game. These players have instinctively discovered what a dancer knows, that every movement involves the whole

body. They are playing aerobically.

"Now go down to the local courts," Bill continues, "You won't see anywhere near the same level of physical intensity—not even a scaled-down version of a good workout. Something is holding these players back."

Bill Wright, with his new book *Aerobic Tennis* (Shelter Publications, \$8.95), is at the forefront of a revolutionary approach to tennis that combines conditioning methods with the urge to play a better game. Up until now tennis players have been left behind by the fitness movement. While millions of people were out running, swimming, and playing racquetball to build up their heart and lungs and lose weight, tennis players continued to pursue technique and form.

But, times are changing. *Tennis* magazine devoted two recent articles to the subject of aerobics including an extract from Bill Wright's *Aerobic Tennis*. At the U.S. Open this fall Wright told the National Tennis Teach-



Can you pick out the greatest employee health hazard?

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The NESRA Education and Research Foundation believes no manager should ever enter a boardroom empty-handed. Especially an employee services manager.



Because top management demands facts and figures to justify any investment in company-sponsored programs, the NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional or leader with the kind of bottom-line data that their bosses understand. The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the impact of fitness on job performance and the positive relationship between employee programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map. Send your donation or inquiry to the NESRA Education and Research Foundation, 2400 S. Downing Ave., Westchester, IL 60153.

NEWS IN BRIEF

ers Conference about his approach.

Vic Braden, one of the most scientifically minded pros and teachers, has been doing research on the aerobic effects of tennis along with Beverly Hills M.D. Barry Unger. They have been hooking up tennis players with remote sensing devices, checking the heartbeat and other physical responses. Their conclusion: tennis is aerobic if you play vigorously.

According to Bill Wright these should be the player's goals:

- Run as fast, as far, and as hard as possible.
- Get away from the ball to step into it.
- Stretch muscles while reaching out for the ball.
- Get the whole body into every move.
- Work up a sweat and get a great workout.

Above all, tennis players should enjoy the running, the jumping, the reaching and the exertion of the game. Instead of dreading the ball coming over the net, they should look forward to being able to hit it again.

Surviving Rush Hour Traffic

When traffic is heavy and employees are driving on the road, remind them of these tips from the National Safety Council:

1. Maintain at least two seconds of traveling time between you and the vehicle ahead. This will help protect you from having an accident if the driver ahead should stop suddenly.
2. Always be prepared to brake. Don't delay braking.
3. Don't allow your vehicle to get boxed in. Try to avoid driving next to vehicles if at all possible so you can leave yourself an out.
4. Be prepared to slow down or change lanes quickly to avoid an accident.

Firming Up the Firm

Part II

The NESRA Education and Research Foundation Releases Findings from its Fitness Program Study

Editor's note: The second part of a two-part series examines the relationship of job performance and physical fitness, and debuts the NESRA Education and Research Foundation's employee fitness training program.

A major concern of employers is to select and maintain personnel who can perform jobs requiring physical activity safely and efficiently. The economic advantages coupled with the removal of discriminatory barriers have opened the doors of blue collar apprentice jobs to individuals who had previously not sought such employment.

Developing performance criteria for selection and appraisal in these jobs is difficult, at best, and may eliminate some individuals who would otherwise be suitable after minimal exposure and physical training. The obstacle for some men as well as women entering physically demanding work is that they are physically incapable of carrying out the necessary requirements of the job.

The physically demanding nature of numerous occupations requires substantial levels of physical fitness. In such occupations, employee fitness is a critical prerequisite for at least three reasons.

First, selection procedures for physically demanding jobs often include performance tests or physical fitness tests to evaluate physical abilities that predict job performance (Campion, 1983). Physical incapability will preclude employment of some individuals. Research indicates that certain fitness components are related to successful performance in various occupations. These include, for example, coordination factors such as balance (Bernauer & Bonanno, 1975) and reaction time (Reilly, Zedeck & Tenopyr, 1979);

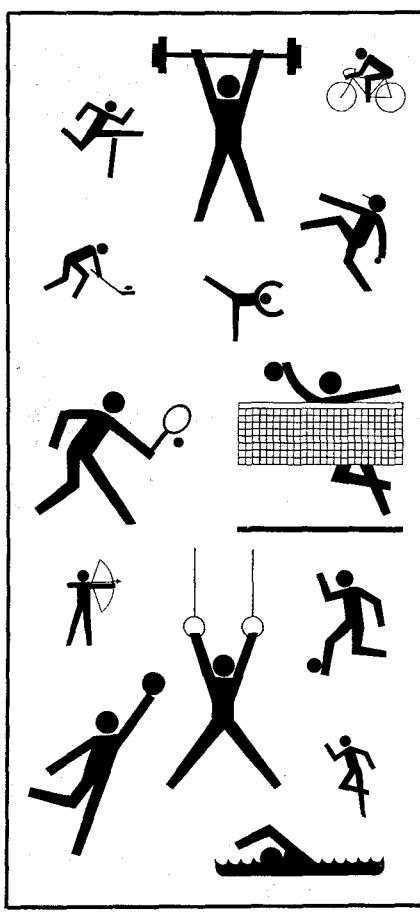
cardiovascular endurance (Bernauer & Bonanno, 1975; Considine, Misner, Boileau, Pounian, Cole & Abbatiello, 1976; Hogan, in press; Tuxworth & Shahnaway, 1977); and strength (Arnold, Rauschenberger, Soubel & Guion,

their capabilities frequently experience difficulties in performing their jobs. This may result in the selective assignment or re-assignment of undesirable, physically demanding tasks. The issue of equal pay arises if some members of a job category are not performing the required tasks of the job. Also, when additional personnel must be assigned to complete tasks normally performed by one employee, the result is loss of productivity. The final outcome is substantial motivational problems within the workforce and inefficient allocation of manpower.

Third, lack of fitness could result in accidents or injury. Musculo-skeletal injury—especially lower back—results when there is a mismatch between the demands of task and the physical capability of the worker. Workers whose strength abilities are insufficient to meet job demands are at increased risk; the injury frequency rate of overstressed workers is sometimes three times more than the rate for workers who are matched properly for their jobs (Keyserling, Herrin, & Chaffin, 1980).

According to the National Safety Council (1974) the leading causes of work injuries result from lifting, pushing, pulling and carrying objects. Manual handling activities are associated with 23 percent of high workers' compensation accidents (Liberty Mutual Insurance Company, 1965). Employees with strength abilities that are insufficient to meet job demands are at increased risk of injury—often as much as three times more than workers who are not over-stressed (Keyserling, Herrin & Chaffin, 1980).

The value of fitness training extends to improvement and maintenance of physical capabilities of those already on the job as well as those in the job market. Physical capacities of muscular strength, power, endurance, flexi-



1982; Chaffin, Herrin & Keyserling, 1978; Hogan, 1981; Keyserling, Herrin & Chaffin, 1980; Reilly, Zedeck & Tenopyr, 1979).

Second, lack of fitness could result in substandard performance. Employees who are assigned to tasks beyond

FIRM

bility, and overall stamina are ones that can be trained rather efficiently. Improvement in cardiovascular efficiency ranges from 5 percent to 25 percent depending on the quantity and quality of aerobic training (American College of Sports Medicine, 1978). Exercise intensity is the major factor influencing this improvement, which can exceed 25 percent among participants with low initial levels of fitness (Faria, 1970).

Increases in strength vary considerably depending on the type of training program, muscle group involved, and initial strength (Clarke, 1973). For example, an eight week program of isometric weight training resulted in a 65 percent improvement in muscle strength as compared to a 20 percent change resulting from isometric training (Brodin, 1968). Progressive resistance exercises increased male strength by 59 percent in four months (DeLorme, Ferris & Gallagher, 1952), and female strength by over 200 percent in four weeks (Houtz, Parrish & Hellebrandt, 1946).

A similar program conducted by Wilmore (1974) over 10 weeks resulted in 19 percent and 30 percent gains for men and women, respectively. A six week program of calisthenics conducted during Navy basic training resulted in 15 percent improvement of upper body strength in men and 239 percent in women; men achieved no percentage gains in abdominal strength while women increased 40 percent (Robertson, 1982).

Differences in both cardiovascular and strength improvement between men and women can be attributed to initial fitness levels, not sex; there are no major differences between training responses in males and females with the same relative training stress (Fox, 1980). Although physical work capacity of both sexes decreases with age, the relative magnitude of responses can be as high in older as in younger exercisers.

Because employee fitness makes a difference in physically demanding jobs not only in terms of opportunity, but in quality of work and job safety, the NESRA Education and Research Foun-

dation commissioned University of Tulsa researchers Joyce Hogan, Ph.D., and Mary Eagan, Ed.D., to study the issue and develop a fitness training program for company employees.

(19.3 percent), mechanical repairing (11.3 percent), stock checking (9.9 percent), packing, crating and stacking (5.2 percent) and transporting (3.3 percent).

Jobs considered physically demanding may have a variety of task requirements. Tasks such as lifting, pushing, climbing, reaching and kneeling are each associated with certain dimensions of physical performance. When an employee performs a physical task, the efficiency of the performance depends on the individual's capacity in one or more of seven physical performance factors: (1) muscular strength; (2) muscular power; (3) muscular endurance; (4) cardiovascular endurance; (5) flexibility; (6) balance; and (7) coordination.

The largest category of tasks with physical demands are manual materials handling tasks. Single repetitions of these tasks require muscular strength and power. Multiple repetitions of these tasks require muscular endurance and if carried out long enough, cardiovascular endurance. Although materials handling activities usually require both upper and lower extremity strength, the precluding factor in job performance is upper body strength. Sex differences in this capacity are dramatic with women's upper body strength averaging only about 56 percent of men's (Laubach, 1976).

Requirements of repetitive tasks and physical work over time translate into needs for cardiovascular fitness and this is the limiting performance factor where continuous activity is necessary. The physical dimensions most highly associated with successful task performance are the muscular and cardiovascular factors. Muscular strength is necessary for most physically demanding work and cardiovascular endurance facilitates physical performance over time. Due to the high incidence of back injuries in physically demanding activity, flexibility and abdominal strength are critical to the prevention of such problems.

A number of employers have at-

PHYSICAL DEMANDS AND WORK

The degree of physical effort exerted by employees varies widely from job to job. Physical demands of sedentary jobs such as accounting or word processing provide a distinct contrast to requirements of strenuous jobs such as mining or firefighting.

The various types of physical job demands are classified into six categories of physical requirements by the U.S. Department of Labor (1966). The categories are: (1) lifting, carrying, pushing and/or pulling with five degrees of this strength requirement—sedentary, light, medium, heavy and very heavy work; (2) climbing and balancing; (3) stooping, kneeling, crouching and crawling; (4) reaching, handling, fingerling and feeling; (5) talking and hearing; and (6) seeing (acuity, depth perception, field of vision, and accommodation).

Tulsa researchers conducted a physical fitness survey of National Employee Services and Recreation Association members to study physically demanding jobs and the role of fitness. More than 77 percent of the companies polled indicated that moderate or heavy physically demanding work was required in some of their company jobs. These were occupations where being physically fit was particularly important in performing requirements of the job.

Some of the most common physically demanding jobs cited included: custodians, janitors, shipping and receiving clerks, packers, stockroom workers, material handlers, mechanics, assemblers, and construction workers. The most prevalent activities and tasks performed in these jobs were moving and carrying materials

tempted to develop and validate tests for employment that measure these job requirements and predict performance on the job. Many of these tests are strength measures and have been validated empirically in a number of industries.

Among the industries using strength and other physical tests for employment are steel manufacturing (Arnold, Rauschenberger, Soubel, & Guion, 1982), communications (telephone craft jobs; Reilly, Zedeck, & Tenopyr, 1979), petroleum refining (Osburn, 1977; Wunder, 1981), warehousing (Hogan, Ogden, & Fleishman, 1979), petrochemical manufacturing (Hogan & Pederson, 1984), law enforcement (Wilmore & Davis, 1971), aluminum manufacturing (Keyserling, Herrin, Chaffin, Armstrong & Foss, 1980), tire and rubber manufacturing (Keyserling, Herrin, & Chaffin, 1980), forestry (Washburn & Safrit, 1982), petroleum exploration (Laughery, Jackson, Sanborn & Davis, 1981), electric (Cooper & Schemmer, 1983), and electronic manufacturing (Chaffin & Park, 1973).

Given the physical nature of many jobs in the workplace and the tests used to hire personnel into those jobs, women and small statured individuals are at a disadvantage to compete for these positions. A program of physical training with emphasis on upper body strength development and cardiovascular fitness would enhance the employment opportunities of these individuals. It is surprising that affirmative actions such as this have not been undertaken on a more widespread basis.

Physical fitness factors required in strenuous work vary among workers and even in individuals over time. Improved fitness can be acquired on-the-job, often at the risk of accident or injury. On the other hand, factors of physical fitness may be readily improved with regular participation in a well-designed program of employee fitness.

THE FITNESS TRAINING PROGRAM

Through their research, the University of Tulsa researchers developed a

A program of physical training with emphasis on upper body strength development and cardiovascular fitness would enhance the employment of . . . (women and small-statured individuals).

general fitness training program to enhance and maintain physical performance in a range of occupational specialties. It was designed especially to be used by those individuals who are already employed in selected apprentice jobs or are seeking employment—either transfers or applicants.

The program meets four criteria. First, exercises selected develop and/or improve basic dimensions of fitness: muscular strength, muscular endurance, flexibility, and cardiovascular efficiency. Improvement in these areas results in greater capacity to perform physically demanding work safely and efficiently. Second, the program is practical and convenient. The exercises require minimal space, no equipment and can be done at work, home or while traveling. Third, the exercise format accommodates a range of fitness levels and is self-paced. And fourth, it can be self-administered. All exercises and instructions are presented in a workbook used in conjunction with the program.

The researchers selected calisthenic exercises as the means to improve muscular strength, endurance and flexibility because they are effective and do not require equipment or extensive fa-

cilities. Following a review of the exercise literature, appropriate calisthenics were chosen for the program based on the muscle groups involved, the exercise difficulty, and safety in performance.

These exercises were arranged into three sets of nine exercises based on principles of training—progression, overload, and alternating muscle groups. Repetitions for each exercise were set at ten, which is high enough to be difficult, but low enough to keep the program under 30 minutes.

The aerobic fitness portion of the program directly reflects the recommendations of the American College of Sports Medicine (ACSM, 1978). The guidelines specify participation in an aerobic activity three times per week, 20 minutes per session at between 60 percent and 80 percent of maximum heart rate. Walking and jogging are used in this program because they are effective, inexpensive and a convenient means to improve aerobic fitness. The calisthenic exercise program is presented with instructions for use in a separate technical manual (Eagan, 1984) accompanied by bibliographic references to resistance, or weight training programs.

Training for the 33 volunteer adults consisted of calisthenics on Monday, Wednesday, and Friday—five minute warm up, 20 minutes of calisthenics, and five minutes of cool down. The calisthenic routine consisted of three sets (A-B-C); each made up of nine exercises. Set "A" was the least difficult, and "C" was the most difficult. Participants began with three sets of "A" (A-A-A) and when they reached ten repetitions for all the exercises, added "B" (A-A-B). After reaching ten repetitions for all the exercises in these sets, they added another "B" (A-B-B), and finally a "C" (A-B-C). Tuesdays, Thursdays, and Saturdays (optional) were devoted to aerobic training, which consisted of a five minute warm up, 20 minutes of walking/jogging, and five minutes of cool down.

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Participants recorded data from each day's activity. Group attendance ranged from 13 percent to 100 percent with a mean participation rate of 56 percent. This included optional workouts.

The calisthenic exercises and aerobic training provided an effective means to improve physical fitness. The six week program of daily participation resulted in gains of 30.7 percent in muscular strength; up to 69.7 percent in muscular strength and endurance; up to 20.2 percent in coordination (agility and balance); 13 percent in flexibility; and 8.3 percent in cardiovascular efficiency.

Physical fitness is a critical factor in performance at physically demanding work. In terms of job efficiency and safety, muscular strength is the key element in success at physically demanding jobs. In particular, lack of upper body strength precludes many employees seeking jobs that involve strenuous work. This is especially true for women who have approximately 56 percent of the upper body strength capabilities of men (Laubach, 1976). Despite these differences, it is clear that strength capacities of both men and women respond to fitness training.

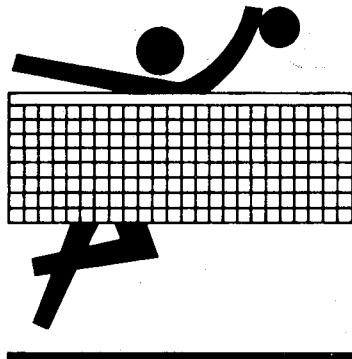
The use of this type of program is a feasible means of providing affirmative action. Due to recent equal employment opportunity (EEO) legislation, increasing numbers of women are seeking to enter occupations requiring high levels of physical capability. An effective exercise program provides these employees with the means to increase their physical fitness. This, in turn, results in enhanced opportunity to qualify for physically demanding jobs, the capability to meet job performance requirements once employed, and the strength and stamina to perform the work at a lower risk of injury.

From the employer's perspective, an exercise package such as this is an inexpensive, easily administered and effective strategy to qualify individuals for employment who might otherwise fall below selection cutoff scores.

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(Continued on page 24)



Putting Safety in Your Sports Programs

Safety is no accident.

Neither is coordinating successful sports programs.

Yet accidents and sports programs are both realities faced by employee recreation managers. However, they can greatly reduce their risk and lessen the seriousness of injuries by making safety a priority in their sports programming.

Holes in ball fields invite a sprained ankle. Unpadded walls close to a basketball net seem to beckon a dislocated shoulder. An improper slide into a rock hard base spells broken leg. And unfit weekend athletes simply beg for injury.

Unfortunately, such accidents are all too common among amateur sports teams. Though rare they're not, avoid-

able they can become by anticipating risks and establishing strategies to minimize or eliminate them.

The cost of ignorance, or negligence as the courts explain, is quite high in this "sue-me" society. The law books are filled with real cases in which companies ended up on a legal chopping block, losing millions of dollars for what an attorney proved as negligence.

Many companies or employee associations carry group insurance to alleviate the tremendous burden of paying damages on suits filed against them. But such precaution does not reduce the risk of individual injury.

"Recreation managers today must take a more active role when it comes

to safety," emphasizes Patrick Stinson, executive director of the National Employee Services and Recreation Association. "Preventive medicine doesn't apply to health alone. Sports programs demand it, too."

"Managers can modify rules and facilities, make regular grounds and equipment inspections, and improve the fitness levels of participants before they put on their uniforms," he adds. "It's a matter of risk management. Or else they risk losing their employee programs."

SPORTS INJURIES

Every year, says the National Safety Council, 20 million Americans are in-

SPORTS PROGRAMS

jured in recreational activities. Sports activities alone are responsible for several million injuries annually.

Sports enthusiasts primarily sustain strains and sprains, according to the U.S. Consumer Product Safety Commission. Other common injuries include contusions/abrasions, fractures/dislocations and lacerations.

In the most popular employee sports programs—softball, basketball and volleyball—muscle strain/pulls and ankle/wrist sprains top the list of frequent injuries. In racquet sports, eye injuries abound. Such injuries are quite serious because of the potential for permanent damage causing partial or total loss of vision. Even golf is not free from injuries. Of the 77 people killed by lightning annually and the 174 injured, golfing represents eight percent of all fatalities and injuries.

Because most amateur sports injuries are minor, having a capable individual on hand to administer first aid or providing ready medical assistance to the hurt party is protection enough against serious injury to an employee or spectator, and protection enough against a major lawsuit to the company.

While first aid and medical treatment are important to sports programs, they are not solutions to preventing injuries. Like a bandage over a sore, they only protect the infection, simply ensuring that it gets no worse.

COMMON HAZARDS

As risk managers, employee recreation managers should be aware of the common hazards that result in injuries, warns the Channing L. Bete Company, Inc., publishers of the booklet, "What You Should Know About Recreation Safety." The hazards include:

Too much too soon. After long periods of inactivity, many bodies are not ready for strenuous exertion. Out of shape or overweight people who jump too quickly into sports are courting disaster.

Weekend workouts. Physical activity once a week does not get employees

in shape. A Friday night softball game or Saturday racquetball tournament without proper conditioning can put an employee out for a week, or even longer.

As risk managers, employee recreation managers should be aware of the common hazards that result in injuries.

Overdoing it. Long stretches of exertion without enough breaks makes a participant more prone to problems such as muscle soreness, aches and blisters.

Blows. Colliding with a wall or being hit by a ball, racquet or golf club (especially if the blow is to the head or eye) can be serious.

Slips and trips. Slippery surfaces, quick turns or improper footwear can cause falls. Blows, broken bones and muscle strains can result.

Shin splints. Running on hard surfaces can cause shin muscles to become inflamed, making running and walking painful. Recovery can take weeks, even months.

Sprains and strains. Stiff, weak, unused muscles are more likely to be strained or pulled. Ankles and wrists are especially vulnerable.

Competitive team sports. Football, basketball, volleyball and softball require special precautions. Physical contact means a greater chance of blows, trips or collisions and the competitive spirit may lead participants to overdo it.

HEALTHY STRATEGIES

"Probably the number one problem in amateur sports today is the weekend

athlete syndrome," notes Tod Turriff, manager for public safety and youth activity for the National Safety Council. "These weekend athletes practically die on the weekends. They over-exert themselves and can't handle the increase in physical activity and stress because they don't supplement their program with regular activity throughout the week."

Intense activity strains the heart and the body as a whole, says Turriff. A fitness program enhances the individual's ability to handle more activity.

Recreation managers would be well-advised, he contends, to supplement their sports programs with fitness or wellness programs. The risk of injury to a healthy and fit individual is far less than with an overweight, unfit person.

Equally important is the prescreening and supervision of sports program participants, especially those that are high risk with a medical history and over age 40. Testing the potential athlete allows both manager and participant to set safe parameters for a physical program.

"Six years ago, our insurance company told us there were too many injuries in our softball program," recalls Frank DeLuca, manager of employee and community relations for Avco Lycoming in Connecticut. "Unless we took some action our rates were going to skyrocket."

To curb the injury rate, DeLuca modified game rules and required teams to spend their first few practice sessions loosening up through exercising. He also required team managers to submit their rosters to the company medical department.

"We found out there were some employees playing softball that shouldn't have even stepped on the field," DeLuca explains. "Our medical department checked the medical histories of all the softball players and found a few of them had recent heart attacks and open heart surgery; others had serious back and knee problems."

"We now carry out this procedure for all of our contact sports," DeLuca says. "All basketball, volleyball and

softball players must be screened by our medical department before the season starts. It may prevent a few employees from playing the game, but more importantly, it prevents them from hurting themselves."

Avco's medical department also assists DeLuca in maintaining a safe sports program by issuing him a memo on any player that is treated for a sports-related injury. "They let me know the extent of the injury, if the employee can continue playing and when they can safely return to the sport," he explains.

In addition to making employees aware of their own health, recreation managers should make the employees fully aware of any potential dangers the activity may hold, as well as what coverage they have.

All of the players on the more than 200 softball teams at the Boeing Company in Seattle must become a member of the company softball club, which addresses the issue of liability in its bylaws.

"The clubs bylaws specifically state that the company is not liable for any injuries sustained in the course of play," explains Arnie Rinta, Boeing recreation manager. "They also explain that we will provide the injured player with prompt medical support."

MODIFIED RULES

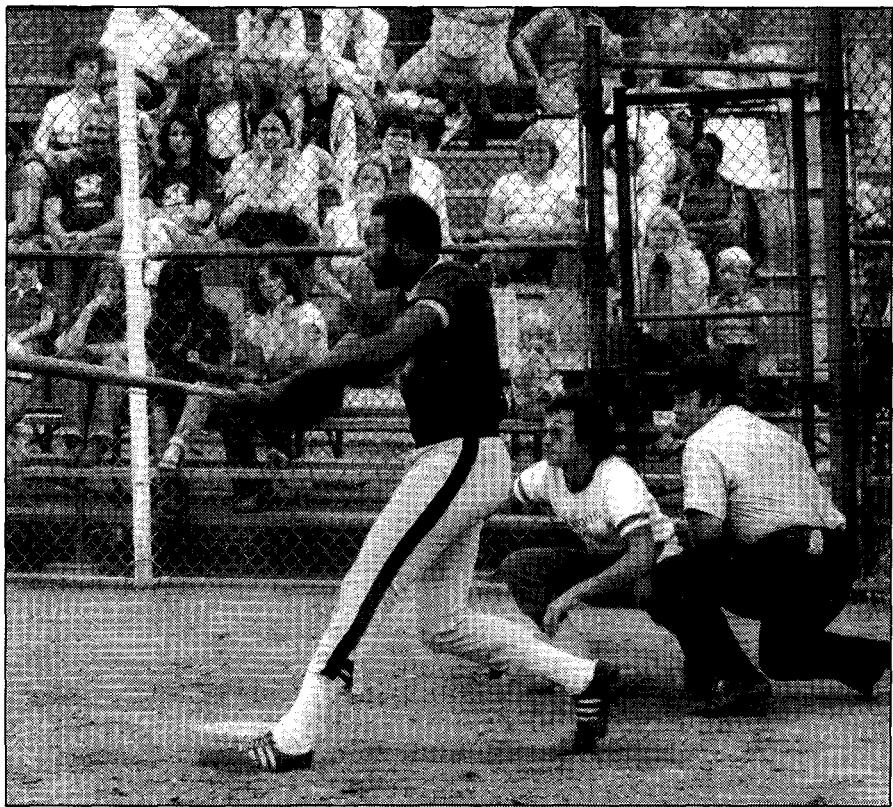
Modifying sports rules can also result in a safer sports program.

Because most of Avco Lycoming's softball injuries occurred after the player slid into a base, DeLuca enforced a "no sliding" rule for all company softball teams.

"Very few men and women know how to slide correctly," asserts DeLuca. "When we allowed them to slide, we had a number of sprained ankles and broken legs. The year after the rule was adopted, our injuries were far less serious—pulled muscles, cuts and bruises."

For company basketball programs, the National Safety Council's Turriff recommends managers match opponents of equal ability and size.

"We see more injuries in basketball



because of inappropriate matching," explains Turriff. "A 230-pound, six foot, 27-year old player is not fair competition against a 130-pound, five and a half foot, 40-year old player. Chances are, the match will result in injury for the older player."

PROPER MAINTENANCE

"We maintain an eye for eliminating hazards," says Rinta. "And we encourage our participants in the sports programs to do the same."

Involving participants in safety paid off for Rinta recently when a fence was adjusted to keep overthrown balls from hitting spectators.

"After a game one of the players informed me about an overthrown ball that landed in the stands," Rinta explains. "It could have easily hurt a spectator. After that incident, we made the fence higher and have eliminated that hazard."

DeLuca has a maintenance crew of two who keep an eye out for hazards

in Avco Lycoming's softball fields.

"They fill holes and rake the outfield for stones," says DeLuca. "They work to keep the field as playable and safe as it can be."

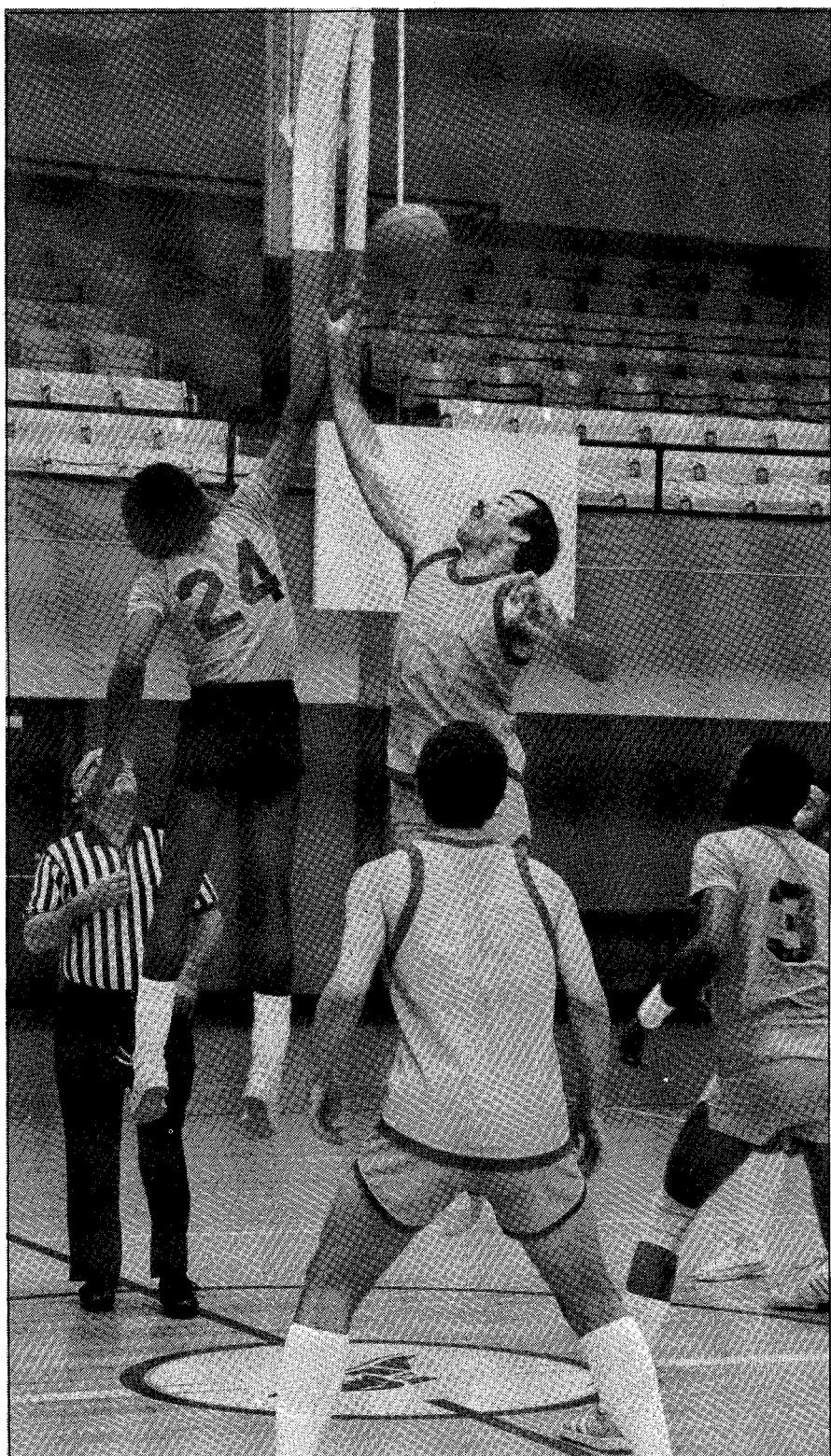
Basketball courts are also ripe for accidents, unless they are inspected for safety. If the wall behind the boards is too close to the edge of the court, players won't be able to avoid hitting the wall, warns DeLuca. The recreation manager should make sure these walls are padded to reduce the impact.

SAFE EQUIPMENT

Besides inspecting all equipment used prior to play, a recreation manager can encourage the use of individual safety equipment. Batting helmets in baseball, proper shoes in basketball, eye-guards in racquetball and plastic spikes in softball contribute to a safer game.

"We've eliminated steel cleats in our softball program," explains DeLuca. "The rubber and plastic cleats don't stick into the ground and impair running like the steel cleats."

SPORTS PROGRAMS



Wearing the right shoes in other sports is equally important. In basketball, shoes that provide sufficient ankle support re-

Modifying sports rules can also result in a safer sports program.

duce the risk of ankle injury. In volleyball and tennis, jogging shoes (which are frequently worn) should be avoided because they do not provide the lateral support needed by a player.

In racquet sports, eye guards can save the eye from permanent damage. The eyeball itself is vulnerable to direct blows from objects less than or equal to four inches in diameter. Small racquetballs hit at a high speed can mean partial or total loss of vision for an employee. A plastic eye guard can greatly reduce the likelihood of accidents that occur during normal play.

OTHER PROTECTIVE MEASURES

Should a recreation manager permit a game to begin after a heavy rain? Should the manager schedule a double header for a Saturday in August? Should a softball game continue long after dusk?

No, no, and no. Not if the recreation manager wants to be held liable for a player slipping and fracturing his leg in the outfield, or someone collapsing of heat stroke in game number two on that hot Saturday or another employee suffering a concussion from a fly ball she couldn't see.

"A recreation manager should be

aware of quick changes in the weather," contends Turriff of the Safety Council. "Players must be protected from overexposure on a hot day. They need to drink a lot of fluids—not alcohol—to replenish the fluids they lose."

The body must make adjustments to dissipate the heat built up during physical activity. This heat is lost primarily through evaporation of sweat from the skin. If this water is not replaced during exercise and dehydration reaches an extreme," warns the National Safety Council, the body temperature rises to a dangerously high level, resulting in life-threatening heat stroke.

Weather is also an important factor on the golf course, which is prone to lightning strikes because of the open areas dotted with clumps of trees, metal sprinkler system, and metal clubs and spikes. Golfing represents eight percent of the lightning fatalities and injuries each year, says the National Safety Council.

The benefits far outweigh the risks . . . sports brings all levels of employees together . . .

low enough room between players to avoid being struck by a club and should yell "fore" to warn others about a stray ball."

BENEFITS OUTWEIGH RISKS

When compared with the benefits—a healthier workforce, higher morale, increased productivity and a greater sense of corporate camaraderie—the additional costs of a safe sports program appear insignificant.

"You've got to weigh the injuries in terms of long-term health risks," explains Turriff. "Fit employees are ill less and take less time off work. In the long run, a sports and fitness program pays off."

"The benefits far outweigh the risks," concurs Rinta. "Sports brings all levels of employees together to play a game and celebrate a victory or well-played game. The camaraderie we've gained at Boeing is worth its weight in gold." 

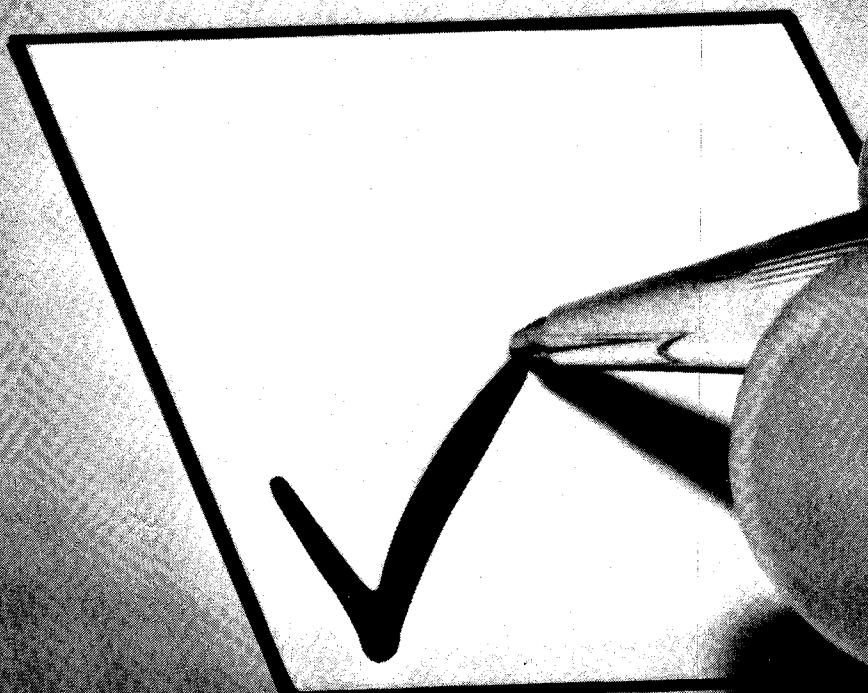
As in all sports, common sense is the best defense on the golf course.

"Players must follow etiquette," Turriff emphasizes. "They should al-



Safe programs demand regular grounds inspections.

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Turn On Those Tournaments

Competition. It's as American as apple pie. Give employees a chance to compete and they're sure to respond with plenty of enthusiasm.

To quench this spirit of competition, recreation managers can turn their companies on to tournaments catering to all kinds of athletes, from tennis players and golfers to bowlers and basketball players.

For the company and employees alike, tournaments are a winning proposition. Athletes who play together on the court or field work together better at the office or on the assembly line.

"Tournaments break down all barriers—those based on management level, race and age," contends Jerry Beverley, recreation manager for General Electric in Cleveland. "Employees compete in tournaments on equal levels. That's something you can't always get in a work setting."

Employees welcome the opportunity to demonstrate their skills, whether its with or against fellow workers, says Beverley who coordinates 25 tournaments annually for several thousand participants from the GE workforce.

RULES OF THUMB

Before you begin planning a tournament, remember the four B's: *be organized, be fair, be innovative and be firm*. Employees take their tournaments seriously so fairness and organization are crucial. Firmness, in setting policies, rules and awarding prizes is also important. And, of course, innovation—with unique prizes, and original themes—goes a long way toward creating an event employees will long remember.

Though they can be creative, tournaments really are fairly simple programs to administer. For the best results, know your facilities, the number of entries participating and the number

of days needed for competition. You should also establish all rules governing play before play begins.

season.

Challenge tournaments provide a flexible length of time, no set dates of play, participants added during the tournament, self-supervision, and an individual pace.

Ladder tournaments are generally used for small groups. They require minimal supervision. Participants can be placed in their positions based on past year's records, with the best on top, or reversed to make better players work their way to the top. Pyramids are similar to the ladder structure, but they are used for a larger group of participants where players can challenge others directly above them or on the same level.

Challenge tournaments can be of a programmer's choosing. Players can challenge only one level above or several levels above. Those in the bottom half of the ladder may be restricted to challenge only those in their half. If a challenger wins, they assume the place of the person challenged and all participants in between move down one level.

Substantial time and use of facilities are demanded by round robin tournaments where each participant plays all other participants. Winners are the team or individual player with the best win percentage record.

TYPES OF TOURNAMENTS

Basically, there are six kinds of tournaments: double elimination, single elimination, consolation, ladders, pyramids, challenges and round robins.

In elimination tournaments, players or teams can lose only once (single elimination), or twice (double elimination) before they drop out of competition. All losers in the first round are eligible for consolation tournaments. Only in round robin tournaments do all participants play each other. Ladders and pyramids force players to work their way to the top by defeating the person ahead of them. Finally, challenge tournaments are the most flexible, with participants competing under self-supervision.

Single elimination tournaments are simple, quick and handle a large number of contestants in a short period of time in a limited space. Coordinators typically use them to end a league's

THE NUMBERS GAME

In setting up a tournament, it is best to begin using numbers in place of the participants. Go through a dry run to make sure everything fits. When appropriate, seed teams (rank them in order of past performance) and place byes (used to round off entries) in the first round.

To find the total number of games or matches to be played, use the following as a guide:

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TOURNAMENTS

Single elimination: # of entries - 1 = total number of matches

Double elimination: # of entries - 1 × 2 = total number of matches

Round Robin: (# of entries × # of entries - 1) ÷ 2 = total number of matches

For a single elimination tournament, the coordinator can benefit from a draw sheet, which helps determine the matchups. The draw sheet must be made up in the perfect power of two's (such as $2 \times 2 = 4$, $2 \times 2 \times 2 = 8$, $2 \times 2 \times 2 \times 2 = 16$, etc.). If the number of entries is not equal, byes are given in the first round. The number of byes is the difference between the number of entries and the next perfect power of two.

For example, with 10 entries, the next higher power of two is 16. The difference between 16 and 10 is six, so there should be six byes in the first round of competition.

Seeding players ensures that in the beginning rounds, stronger players are not pitted against each other. Generally, there are no more than four seeded players in a small tournament (fewer than 16 participants) and eight seeded players in larger groups. Seeded players get the byes. When the strength of only one or two seeded participants is known, they should be seeded and the balance of unseeded participants should be distributed in the first round of bracket by draw.

Because each team or participant must be defeated twice before being eliminated in a double elimination tournament, seeding is not used. Winners of the original bracket play-off against winners of the loser's bracket.

To calculate the number of games played in a round robin tournament, it is best to work backward. For example, multiply the number of fields or courts with the number of days available for play and the number of weeks in the tournament season to get the number of possible games. ($7 \text{ fields} \times 2 \text{ days per week} \times 10 \text{ weeks} = 140 \text{ possible games.}$)

ORGANIZING THE TOURNAMENT

Before launching a tournament, you should find out if there is an interest in the sport, recommends GE's Beverley. Then six months to a year before the tournament, appoint a coordinator. Once someone is made responsible, a budget can be set, a site selected and promotions developed.

"The first promotion piece should be an informational flyer with an entry form attached," says Beverley. "The form should include a response deadline and a brief explanation of the rules and prizes. Other promotions can be done in the company newsletter, on bulletin boards and mailings to past or potential participants."



... because of the volume of business a company tournament brings to an outside facility, a considerable discount can be secured by the recreation manager.



After the tournament, results should be made available to either through a newsletter or individual mailing.

Sports equipment and cash prizes work best, says Beverley. Their cost can be worked into the participant fee.

Tournament costs vary considerably depending upon the tournament. Naturally, green fees are higher than lane fees. If meals are included, that will also raise the per person price. Most always, because of the volume of business a company tournament brings to an outside facility, a considerable discount can be secured by the recreation manager.

"Our company cutback on funds several years ago," recalls Beverley. "But instead of cutting out our tournaments, we simply negotiated harder for a better deal. We've kept up high quality tournaments and continue to reap the benefits of healthy competition."

Planning the Sports Award Banquet

by Joseph W. Gartska, Jr.

Amost every employee services and recreation manager knows that employees will kill for one of two things: a larger office or a sports trophy.

As fitness penetrates every environment and the competitive spirit continues to flicker in even the most amateur of athletes, rewarding physical accomplishments seems to be the natural thing for a recreation manager to do.

So naturally, the type of recognition event a recreation manager plans will depend on the scope of the company's overall sports program. Corporate programs run the gamut from a single bowling league to an all-encompassing program with various types of sports leagues and tournaments. The sports awards program then can also reflect wide variations, from a simple dinner or luncheon to a gala affair for hundreds.

The sports program at IBM in Charlotte, North Carolina includes softball, basketball, volleyball, soccer, bowling, and golf leagues; tennis ladders; 5K and fun races; a road rally; a sailing regatta; and a fishing tournament. This leads to a potential attendance of 900 at the sports award event.

For the IBM Club staff to keep their collective sanity, they have developed a program guide to use in planning the sports recognition program.

THE PLANNING TIMETABLE

As an award program planner, you must take into consideration holidays, work schedules, community programs, and other company-sponsored events when setting the date for the event. When setting a time to begin planning the event, six months to a year is not too early.

When determining the length of the recognition program, remember employees' work schedules. People are more receptive to later hours when the

next day is a nonwork day. Also remember those babysitting fees that may be adding up at the workers' homes.

... employees will kill
for one of two things:
a larger office or
a sports trophy.

SETTING THE BUDGET

As the recreation manager, you should base the budget on the number of attendees and the scope of the program, while adding in contingencies for last minute surprises. Be sure to get all approvals required by the office, company or employee association board before paying expenses. Factors affecting the program's budget include: the company's contribution, funds raised through the sports leagues and the fee charged, if any, for the awards banquet.

The program's scope and the budget will determine appropriate entertainment for the event. Just because the event is a sports awards program, you should not feel you must book an athlete as the featured speaker. Not every super jock makes a super speaker.

If you are booking an outside speaker, be it an athlete or other motivational speaker, get references and check them out thoroughly. If at all possible, attend

an event where the speaker is on the program, or at the very least, meet the speaker prior to the event.

Because employees' guests may not all be interested in sports, a well-received option is a theme party. One year the IBM Club hosted a luau complete with authentic food and a talented Hawaiian troupe teaching some attendees the hula on stage. Another year they offered popcorn, peanuts, hot dogs, and cotton candy as *hors d'oeuvres* and set up indoor miniature golf courses, speed pitching cages, instant photo taking stands with comic cut-outs of football players and cheerleaders, and large screen viewings of sports highlights, instead of the traditional pre-dinner social hour music. The club has also sponsored more formal dinners with extra touches like silk corsages and boutonnieres for the attendees, a small beribboned gold box of candy at each place setting, and a fashion show during dinner.

If the sports banquet reaches hundreds of guests, it may prove advantageous to work with an entertainment or convention production company. Again, the recreation manager must be selective. Checking references and asking fellow NESRA members for their recommendations should prove time-saving in the long run.

THE MEAL

When it comes to food the choice is yours. But managers should remember that this is a recognition event and the attendees have earned a good meal.

When possible, test various foods the hotel or caterer offers. And don't plan too rich or heavy a dessert or people will get drowsy during the after-dinner program. It is also good to find out if there are any non-meat eaters planning to attend the banquet and arrange for special vegetarian plates.

BANQUET

Finally, agree on a cut-off date with the caterer for the final guaranteed count. This gives you a deadline for responses and results in a more accurate plate count.

EXECUTIVE PARTICIPATION

Winners always feel special when a company executive attends their awards program. Many executives are quite willing to make a few remarks about the attendees' accomplishments.

You can help the executive plan the remarks by giving him or her details on your sports program—possibly mentioning some humorous stories.

If the number of awards are not excessive, the executive may want to individually present them. Such a presentation makes the award even more meaningful to the employee.

YOU ARE CORDIALLY INVITED TO . . .

Prepare an alphabetical list of invitees including winners, executives and staff. Your invitations should truly be "inviting" and give specific details with a response deadline, address, and phone number. Track responses as they come in.

The seating of guests may be arranged by sport, by league, by team or left open. For larger programs, managers should find reserved seats, based on the awards presentation, most efficient.

THE GOLD MEDAL, OR VARIATIONS THEREOF

There are as many awards as there are feats to recognize. You can give

Perhaps the most important guideline . . . is to plan a program that you would be happy to attend.

winners trophies, plaques, team pictures, pen sets or certificates, to name a few. The awards remain more meaningful if they are varied year after year.

Be sure to work with a reliable supplier, one that can meet your needs, deadlines and make last-minute awards or readily correct engraving errors.

SELECTING THE SITE

The style of the event dictates the type of facility needed. Hotels and convention centers are ideal for formal dinners, with more than a hundred guests. Community halls and even company cafeterias are fine for an informal program.

Whatever the site, before you commit to anything, meet with the facility's meeting or banquet coordinator and

work out details such as menu, room layout, staging, audio-visual equipment needs, linens, coat check room, rest room attendants, and security. Be sure to check out fire exits, sanitation codes, and room capacity.

GAINING MANAGEMENT'S SUPPORT

For any employee program you are its salesperson, so get yourself revved up. To gain management's support, prepare a presentation covering the details of the event. Make sure you point out that the attendees have reached excellence in their endeavors and that this program is an excellent recognition vehicle; most definitely it is a morale booster.

Since management supported the sports program initially they should be receptive to supporting the victory celebration. You should seek to make them know they, too, are part of "the winning team."

Perhaps the most important guideline in planning is to plan a program that you would be happy to attend. If you enjoy planning and co-ordinating the sports awards program, your event should be enjoyable for everyone.

Joseph W. Garstka, Jr. has served as an employee services/recreation administrator at various IBM locations for 15 years. He is currently the manager of the Charlotte IBM Club.

FIRM

(Continued from page 14)

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For further information on the NESRA Education and Research Foundation study and fitness training program, write to: 2400 S. Downing, Westchester, IL 60153.

The Transition Awareness Process

In an age when satellites transmit signals in just seconds across the globe and computers make possible the retrieval of vast amounts of information, interpersonal communication may seem a bit old fashioned. But when a communication system works, as the interpersonal brand has since man and woman first discovered language, there is no reason to cast it aside.

Interpersonal communication describes the process of sending and receiving messages between two persons, or among a small group of persons, with some sort of effect and some sort of immediate feedback. It enables communicators to discover themselves and the external world, establish and maintain meaningful relationships, and change attitudes and behaviors.

In an organization, no communication system works better to clarify goals and expectations. When introduced early on in an employee's career, it eases the transition into a new job and sets the tone for a productive relationship with the company.

Interpersonal communication can help managers reduce the time it takes for new employees to become effective on the job, says Diane Fausel, employee programs manager for the city of Scottsdale, when used in a formal transition awareness training program. Such a program clearly outlines all parties' expectations from the onset, which is especially important in a pay-for-performance system like Scottsdale's.

Fausel developed a transition awareness training program for city employees just over a year ago. More than 75 sets of employees and their supervisors have voluntarily engaged in what Fausel calls a "TAP" or "transition awareness process."

"The program developed as a result of our city managers' commitment to good management practice," Fausel

explained to attendees of the National Employee Services and Recreation Association's Conference and Exhibit in May. "They realize the employee is

A transition awareness process bridges the gap between an employees' basic company orientation and their performance review . . .

important to the organization."

After Scottsdale employees have been on the job for at least six weeks, they or their supervisor can request that Fausel set up a TAP with them. Fausel, who functions as an objective facilitator, arranges two meetings for them. In the first, she reviews two questionnaires she developed, which the supervisor and employee answer independently after the meeting. The completed questionnaires provide the basis for the discussion in the second meeting.

"A transition awareness process bridges the gap between an employees' basic company orientation and their performance review, which is often the next time a supervisor takes the time to discuss goals, expectations and problems," Fausel noted. "By conducting a TAP six weeks to nine months after an employee is hired, both the worker and his or her supervisor have a basic understanding of each other's style and personality. This makes the

communication more meaningful. And they understand their roles and work enough to probe important issues."

Fausel calls the program a success, citing as reasons the voluntary participation in the program; its nonadversarial approach (the program is not a gripe session); and the use of an off-site meeting place to set the focus on the process.

"Throughout history," asserted Fausel, "important decisions have been made over the breaking of bread. So for the second meeting where we get into heavier discussion, we set aside an entire morning or afternoon in a restaurant where we eat breakfast or lunch and communicate in a corner of the room."

As the facilitator, Fausel is an outsider looking in to keep communication lines flowing and keep the discussion on track.

"I guide the process toward a comfort zone should it become a little testy," she explained. "All comments, even negative ones are important. All employees that have gone through a TAP have provided the organization with a gold mine of ideas that would not have been available had they been ignored."

PROGRAM GUIDELINES

Before Fausel developed the questionnaires that form the foundation of the TAP, she set a number of guidelines for the program.

The process must be highly personalized, said Fausel, where the employee gains the opportunity to interact one-on-one with the supervisor. Along with this participative approach, the TAP must also protect and advance the interests of the organization, the employee and the supervisor.

To advance these interests, the TAP must aim to answer the following ques-

MANAGER'S MEMO

tions: (1) What is important to the organization? (2) What is important to the employee? and (3) What is important to the supervisor?

THE EMPLOYEE QUESTIONNAIRE

Though each employee who participates in a TAP receives the same questionnaire, the length and scope of the responses are quite varied. The dozen questions are as follows:

- 1. Where do you see yourself going from this position?** This alerts the supervisor to the employee's aspirations, useful for future promotion possibilities as well as for the assignment of new projects.
- 2. What appeals to you about this job?** This question forces the employee to open up with the positive aspects of the job, such as the benefits, hours, co-workers or atmosphere.
- 3. What are your salary goals?** Research has shown that salary continues to remain a primary concern of workers.
- 4. What are your short-term goals?** The answer to this question may be both personal and professional. By learning about the employee's professional short-term goals, whether they be as simple as reorganizing the filing system or as complex as writing a new procedures manual, the supervisor can tailor work assignments to already-held goals. Giving employees the opportunity to share personal goals brings the human element into the work environment.
- 5. What are your long-term goals?** This response can assist the supervisor in pointing out new opportunities within the company for the employee if that is what his or her desired career path holds.
- 6. What motivates you?** From this answer, the supervisor can learn about external and internal motivators to tap into for improved performance.
- 7. What areas have you worked on**

recently or would you like to work on to become more effective on the job? Here, the employee can

**Giving employees
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into the
work environment.**

let the supervisor know of training or task needs or goals. An employee who could benefit from using the department's computer but lacks computer skills, for example, would benefit from a computer training course. An employee who enjoys research may be the ideal candidate for a new project.

- 8. What are your present personal and professional activities and interests?** This answer helps the supervisor better understand all aspects of the employee.
- 9. What do you need to know from your supervisor to accomplish your goals and objectives?** Knowing this helps both supervisor and employee clarify linkage and duties.
- 10. What do you need to know from your co-workers to accomplish your goals and objectives?** The employee may be able to shed light on communication problems that can hinder progress.
- 11. What things about the job give you satisfaction?** This question goes beyond question #6 by asking for the specifics. "I've heard employees attribute satisfaction to having input on all phases of production or receiving regular reinforcement from their supervisor," said Fausel.
- 12. What things about the job con-**

cern me? Little annoyances left unaddressed, cautioned Fausel, develop into larger problems. In one TAP Fausel facilitated she learned of a fairly unorganized supervisor regularly interrupting the work of one of his more organized subordinates with new ideas. The interruptions were hampering the employee's performance. After a discussion about the problem, the two developed a sound solution: they would set aside a certain time each week to share ideas.

At the end of the employee questionnaire, Fausel included a checklist to ensure the employee left the TAP with adequate information about his or her role in the company. Specifically, the checklist opened by asking the employee if he or she possessed adequate information on the following aspects of their job: the history of the organization; how the department evolved; existing organizational objectives; department output; available resources; and organizational needs.

THE SUPERVISOR QUESTIONNAIRE

By the time the supervisor and employee finish discussing the employee's responses, the team (facilitator, supervisor and employee) has usually addressed the questions Fausel asks the supervisors to answer before the second meeting. Nonetheless, Fausel recommends they proceed to discuss the questions, if only to reiterate what was already said.

- 1. What does the employee have to know about or experience to perform the job?**
- 2. How much freedom and flexibility is necessary for the employee to accomplish their goals and objectives on the job?** Discussing this helps the supervisor match the amount of supervision to the amount of independence an employee can handle.
- 3. What reporting mechanisms are utilized to share information and assess critical areas?** This question forces the supervisor to look ahead, alerting the employee to upcoming

MANAGER'S MEMO

staff meetings and reports due.

4. **What should the employee enjoy doing to function in his or her position?** The response helps the supervisor match an employee's skills to assignments. For example, a mechanically-oriented worker would probably not perform as well as a people-oriented worker in a position involving customer relations.
5. **Are there any unusual energy demands made on the job?** Employees should be told of busy seasons to adjust their own schedules for overtime and vacations.
6. **Are there any critical or essential personality qualities needed for success on the job?** To be effective, should the employee be decisive, action-oriented or assertive?
7. **How are the employee's interpersonal relationships with peers, persons on the lower and higher levels on the chain of command and the public the company serves?**
8. **What training opportunities are available to the employee to increase his or her effectiveness?**

As a way to put everything in perspective, Fausel also developed a discussion checklist for supervisors. It addresses: how the employee's job fits into the general scheme of things; what the employee should accomplish; whom the employee should see when problems arise; whose work interrelates with the employee's; the policies and procedures of the job; tools and equipment needed on the job; and on-the-job hazards, if any.

Timing is critical for the success of the TAP, according to Fausel. "Once you've passed the initial six weeks, the honeymoon with the new employee is over. And that's the time to do a TAP. You've picked up enough clues about their basic personality and skills to assess their performance and how they fit into the job. The employee also knows enough about you to carry on a productive discussion."

Fausel recommended to employee

services managers that the TAP emphasize the positive. Approaching the discussion from a negative perspective discourages further interaction between the employee and supervisor.

In addition, she cautioned managers against scheduling the TAP close to a performance evaluation that is going to be poor. "It's just not good management practice to build great expectations the week before you're going to demote an employee," she noted.

Once you've passed the initial six weeks,
the honeymoon with the new employee is over.
And that's the time to do a TAP.

The transition awareness process picks up where basic employee orientation leaves off. It provides newcomers the opportunity to clarify their roles and responsibilities early on in their careers, a time when changes can easily be made. But, perhaps the most important benefit the TAP offers its participants is the opportunity to communicate.

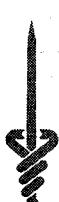
"A TAP opens the door to effective communication between an employee, the supervisor and the organization," Fausel emphasized. "It sets a precedent for workers to continue opening communication lines. After all, communication is what it's all about today."



"On Nov. 15, adopt a friend who smokes."

Larry Hagman

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Illustrated booklet based on a talk by Frank Flick, President of Flick-Reedy Corp. and the first NIRA (NESRA) Employer of the Year. \$3.00

Principles of Association Management

A basic how-to guide for the association administrator. Published cooperatively by the American Society of Association Executives (ASAE) and the Chamber of Commerce of the United States. 437 pages. \$15 for NESRA members. \$20 for non-members.

Motorola's Recreation Manual

A comprehensive 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities. \$35 for NESRA members; \$40 for non-members. Orders of 15 or more—30% discount.

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Implementing Recreation Programs in a Fitness Setting

by Al Reyes

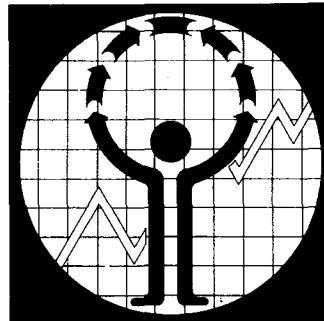
Corporate recreation has changed a great deal in the past decade due to America's upsurge in personal fitness. Employees in the corporate setting are becoming more aware of their health and overall well-being. More and more, companies are assisting their employees through medically supervised fitness programs. Tenneco Inc., an energy-related company based in Houston, Texas, has made a major step in this direction.

The Tenneco Health and Fitness Department was formed three years ago to promote and administer fitness and wellness among employees. The department's philosophy is to concentrate on activities that will generate cardiovascular fitness and assist employees in managing their lifestyle through better health practices.

The Tenneco Employee Fitness Center includes a 1/5 mile indoor walking/jogging track, Nautilus equipment, racquetball courts and exercise areas, along with sauna and whirlpools in both the men's and women's locker rooms. The Center also has a cafeteria with special "B-Fit" menus to promote proper nutrition and conference rooms to hold classes in stress management, weight control, smoking cessation, CPR, first aid, and personal health.

After the employee goes through a required medical screening process, he or she consults with a fitness specialist to develop a realistic fitness plan. The employee is encouraged to get active and to work on fine-tuning their heart muscle through low, medium and high physical activities such as aerobic classes, running, and walking.

The Health and Fitness Department has aimed to increase program adherence by adding recreation programs into the primarily fitness-oriented setting. This decision gives employees an alternative to becoming active by participating with each other or competing



... adding
recreation programs
to a primarily fitness-
oriented setting ...
gives employees an
alternative to
becoming active . . .

against other recreation clubs or companies.

Of course, inserting a program of this nature has its restrictions and limitations. Activities selected must support a health philosophy. This immediately restricts such things as book reading clubs, ballroom dancing, chess and checker tournaments. Although these activities are recreational and good entertainment, they do not fit the fitness mold.

The type of recreational activities that do meet physical fitness goals are sports such as half court basketball, volleyball, wallyball, racquetball, and handball. These activities can be relatively fast-paced and provide the employee with a healthy work-out.

Tenneco has developed in-house tournaments and programs for the individual and for groups such as departmental teams. Some of the well-supported activities include: racquetball challenges with matches between players of the same skill level; court challenges where courts are reserved for employees who want a pick-up challenge; volleyball group play; and departmental wallyball play during lunch which provides a challenge between company departments.

One of the company's most popular sports programs involve the travel teams, which compete in a variety of sports with other clubs and companies. Team play gives the employees a chance to participate against a variety of people, instead of playing the same employees over and over.

The recreational sports programs offer social values as employees have the opportunity to interact with each other in a nonbusiness manner. Tenneco designed the in-house tournament challenges to make employees call their opponents in the company to set up their own playing time. The travel teams give employees an opportunity to meet and play other employees from different companies. Most of the time, players share similar job-related skills or the same enthusiasm for that sport.

Tenneco awards gifts that support proper nutrition and good eating habits to employees. The winner may get a free "B-Fit" meal ticket and his or her name in the bimonthly newsletter, "Health & Fitness Forum." This free nutrition meal is a great start-up after a 6:00 a.m. racquetball tournament.

Committees play a major role in the success of fitness and recreation programs at Tenneco. The Health & Fitness Committee, the first to be formed, serves as the "parent" for other recreational committees. This committee provides employee input in the oper-

FITNESS/HEALTH BULLETIN

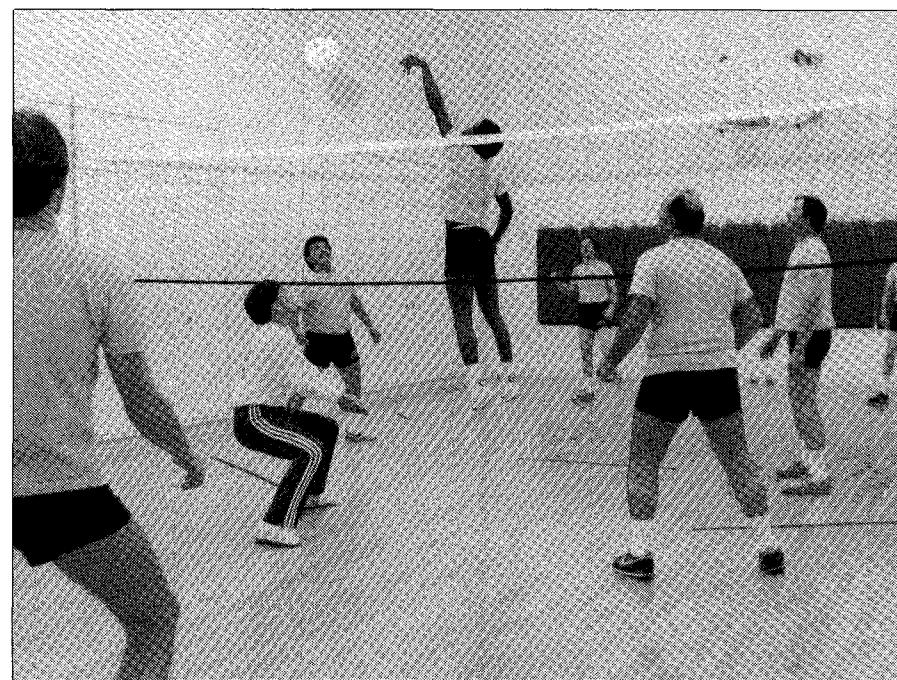
ation of the Fitness Center. After the Center was opened, three more committees evolved as the popularity of activities grew. They help in activity promotion, recruiting, event assignments, and making player reminder calls.

Throughout its worldwide locations, Tenneco motivates employees to get involved in their communities.

Last year, the Health & Fitness and Community Affairs departments formed a joint venture to help sponsor and support charity events. This recreation program selected three events because of their fitness and recreation appeal and fund-raising opportunity. They were: the Muscular Dystrophy Love Run, March of Dimes Superwalk, and the Leukemia's "5 Miles for Life" Jog-a-Long.

This past year a "Volunteer in Assistants" committee was founded. The VIA and Health & Fitness Committee members are responsible for campaigning, fund-raising and recruiting for the three charity events. Also, VIA has given the department's board representatives input and ownership in Tenneco community involvement.

The insertion of recreation in a fitness-oriented corporate setting is accepted and enjoyed by Tenneco's fitness center users as challenging and rewarding. More and more, recreational-based employee recreation programs are incorporating personal fitness and wellness components. Professional recreation specialists must not ignore this trend, but rather re-evaluate or redesign existing programs to meet the personal health needs that are emerging as important to the employees we serve.



Tenneco employees enjoy the challenge of recreation activities in the company's fitness-oriented setting.

Al Reyes is a recreation specialist for Tenneco, Inc. in Houston, Texas.

Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. More than 3,000 members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.

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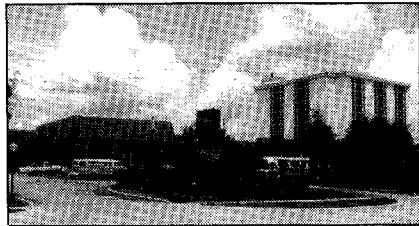
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NEW PRODUCT AND SERVICE GUIDE

Holiday Inns Introduce Special NESRA Travel Packages

The Orlando regional office of Holiday Inns, Inc. has announced it will introduce a comprehensive program of discounted travel and golf packages to be offered exclusively to employees of NESRA member companies beginning October of 1984.



Holiday Inn International Drive

The packages, representing discounts of 15 to 50 percent, will be available at ten Holiday Inn hotels in Florida and Charleston, South Carolina. Hotels participating in the NESRA employee travel program include: (in the Orlando/Disney World area) Holiday Inn International Drive, Holiday Inn Maingate, Holiday Inn Orlando International Airport, Holiday Inn Central Park and Holiday Inn Lee Road; (in Miami/Miami Beach) Holiday Inn Oceanside, Holiday Inn Surfside, and Holiday Inn Miami International Airport North in Miami Springs. Also participating are Holiday Inn Cocoa Beach (Kennedy Space Center area) located on the beach just one hour from Orlando, and the luxurious Holiday Inn Mills House in historic Charleston, South Carolina.

For additional information contact Neal R. McFarland, Holiday Inns, Inc. Orlando Region, 4045 S. Orange Blossom Trail, Orlando FL 32809.

Personalized Health Care Cost Containment Calendar Available for Employees

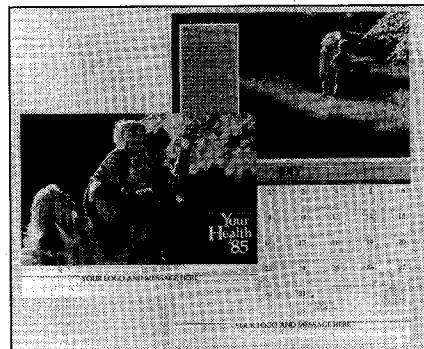
"We're giving employers a new resource in their fight against rising health care costs," says publisher Bernard Berkin, announcing the new *Your Health*

'85 custom calendar. Prepared by the editors and consultants of *Your Health & Fitness* magazine, the calendar is the first to promote good health while helping employees become better health care consumers.

Designed for use in employees' homes, the *Your Health* '85 custom calendar contains monthly information on health care cost-containment and wellness topics. Purchases of 5,000 or more calendars include a free custom-designed inside back cover, which allows a company to communicate its own health care benefits news.

"The calendar format reaches employees and dependents with a cost-containment message—365 days a year," Berkin adds. He continues, "Reaching dependents is critical because family members account for more than half of a company's health care claims."

All calendars are personalized with the company's name, logo, and cost containment message. Prices range from \$1.00 to \$2.75, depending upon the quantity ordered. A decorative envelope for mailings is included with each calendar at no additional charge.



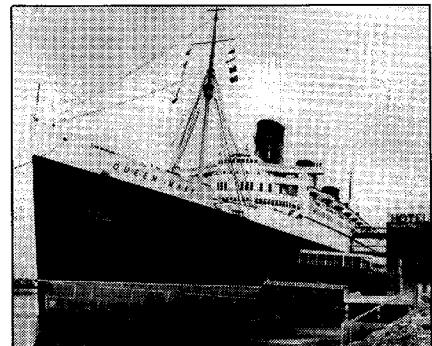
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For additional information, call toll-free, 800-323-5471 (in Illinois 312-432-2700); or write Curriculum Innovations, 3500 Western Avenue, Highland Park, IL 60035.

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For further information and reservations call (213) 435-5671.

The NESRA

NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 827-0497.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Judy L. Zagst—(602) 573-5088.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Terrell Woodard—(415) 869-3101.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the first Thursday of the month. Contact Jim Christian—(619) 695-5514.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

CONFERENCES & EXHIBITS

The 1985 NESRA Conference and Exhibit will be held May 1-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.

October 12-13, 1984. NESRA Region V Conference and Exhibit. Holiday Inn, Minneapolis, MN.

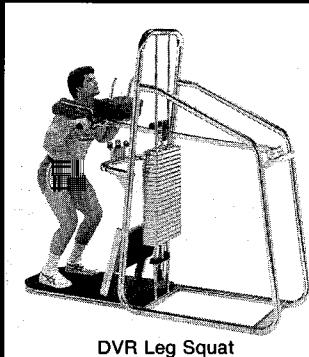
October 25-27, 1984. NESRA Region II Conference and Exhibit. Sheraton, Washington, DC.

November 15-17, 1984. NESRA Region III Conference and Exhibit. Drake Oakbrook, Oakbrook, IL.

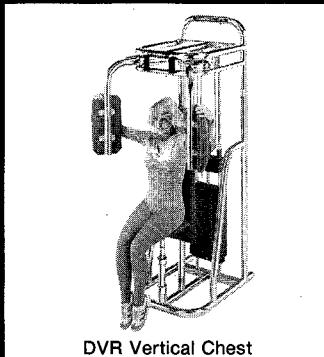
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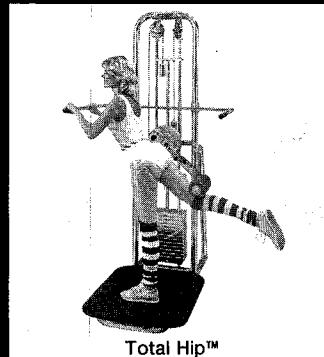
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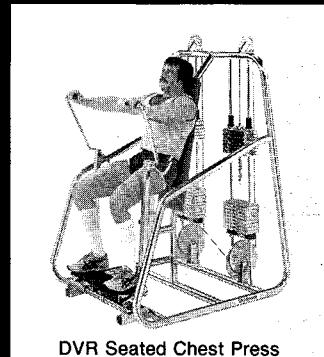
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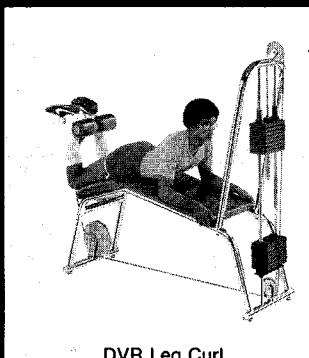
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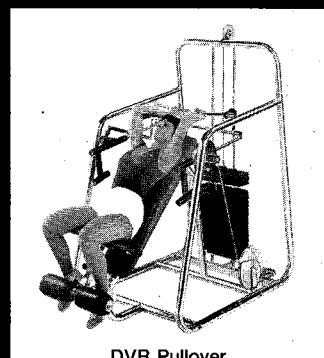
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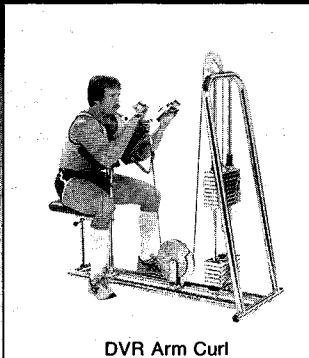
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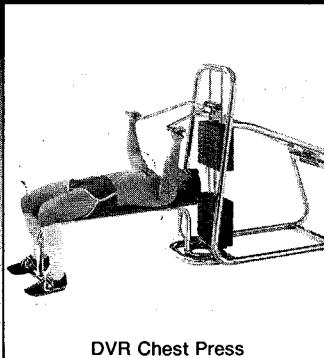
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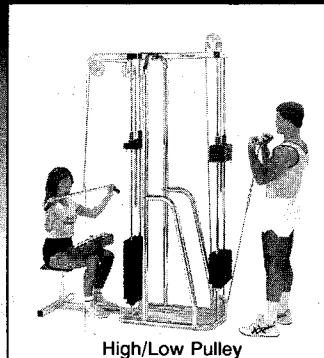
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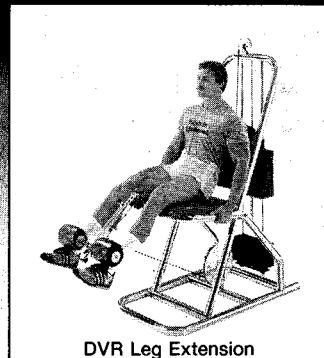
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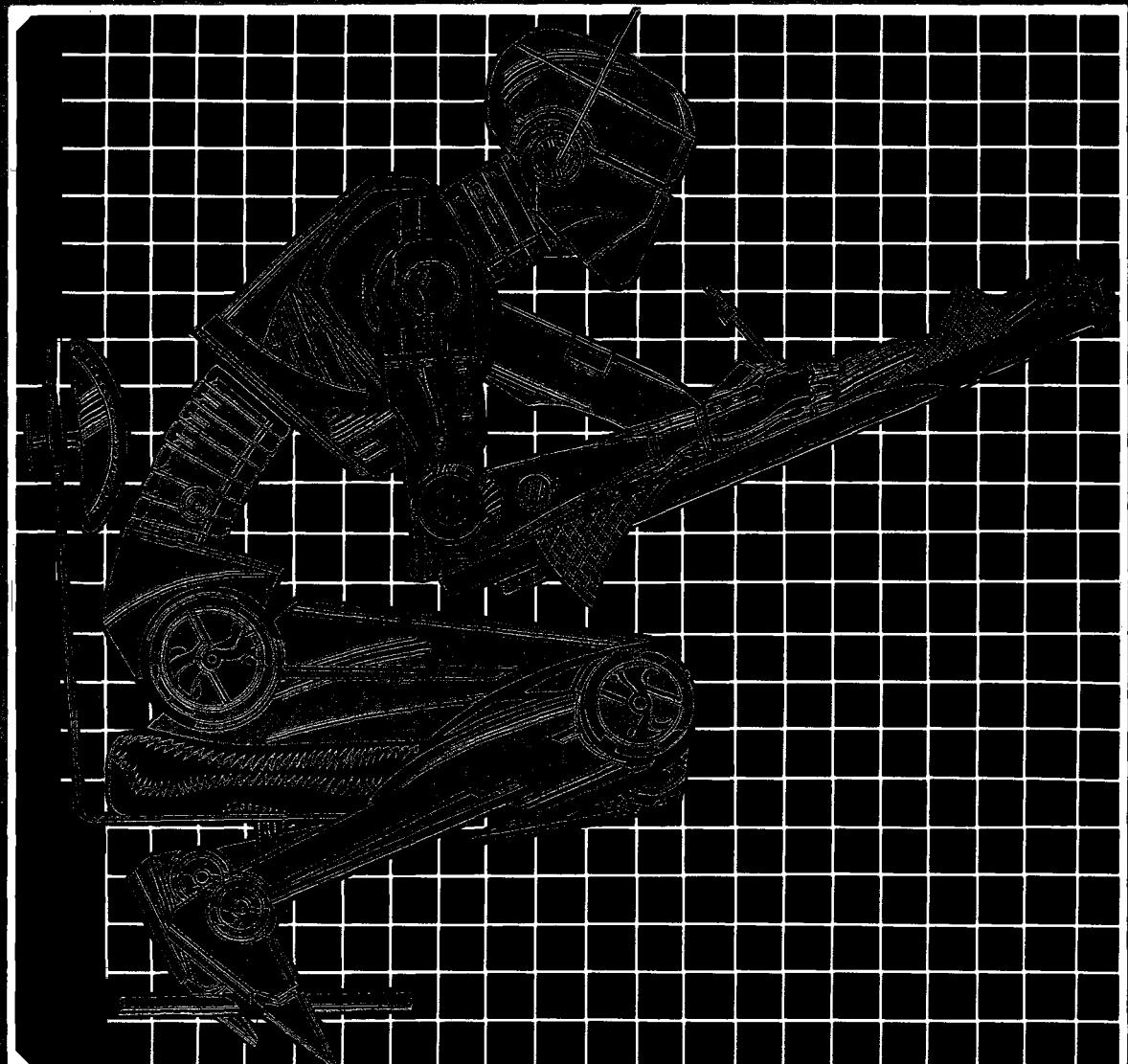
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Services and Activities

Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

Services and Activities

EMPLOYEE SERVICES MANAGEMENT—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

Periodicals—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

Consultation Service—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

National and Regional Contests—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

Membership Directory—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



Awards—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

Conferences & Workshops—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

Certification Program—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

Employment Services—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

Intern Program—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

Research Foundation, Reports

NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

Types of Membership

General—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

Associate—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

Chapter—Available to any Chapter and its membership based upon 100% affiliation.

Academic—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

Student—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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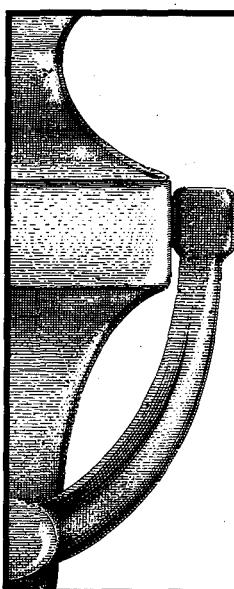
For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher workforce morale. That the time for a humanized workplace is now.

More than 3,000 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

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At the 44th Annual Conference and Exhibit of the National Employee Services and Recreation Association, "Employee Services and Recreation—A Beacon to the Future," May 1-5, 1985, in Boston, Massachusetts.



EMPLOYEE SERVICES MANAGEMENT

Volume 27 • No. 9

In this issue . . .

It's been said that the modern employee works harder—and plays harder—than ever before. But where does today's worker go when he wants to work out?

To work, of course. With the surging interest in physical fitness sweeping the country in the eighties, it's no wonder that a company-owned place to stay trim and in shape is fast becoming this decade's most popular fringe benefit. Today's sophisticated and fitness-minded workforce wants year-round, specialized recreational opportunities, and corporate fitness facilities are increasingly fulfilling these needs.

In addition to promoting wellness in the workplace, a corporate recreation and fitness center acts as a visible sign that a company cares about its employees. Many companies are discovering that a fitness facility can make good business sense as well, by serving as an important resource for recruiting and retaining employees.

As we all know, however, shoes that don't fit are no bargain. By the same token, companies will not benefit from a fitness and recreation facility that does not suit its employees' needs. This month's cover story, which begins on page 14, explores the current trends in "Facility Design" and offers a guide to building a corporate fitness center that will meet the demands of both today's and tomorrow's workforce.

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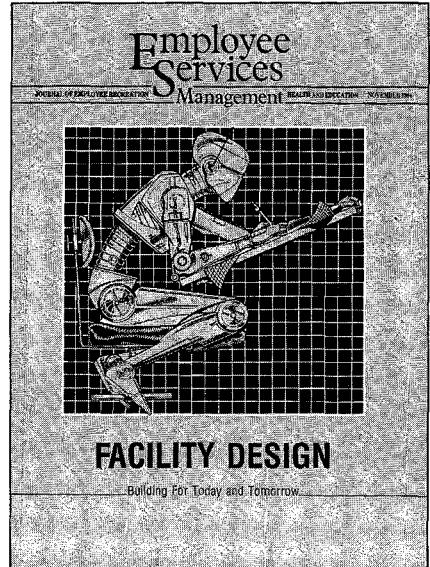
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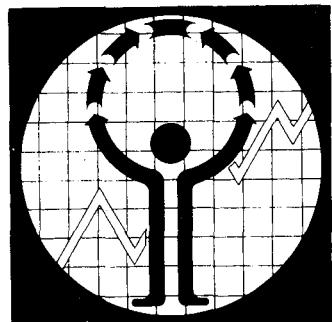
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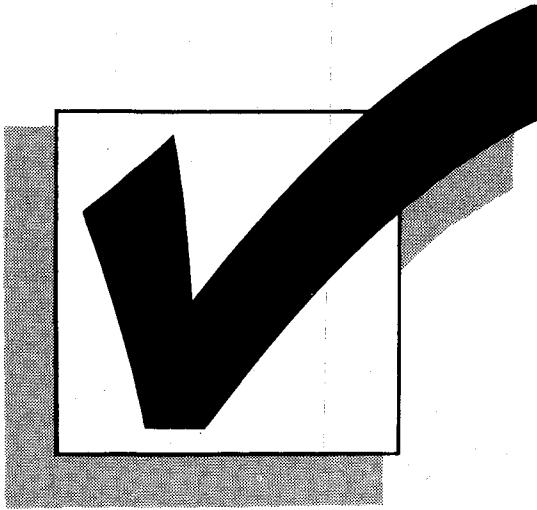
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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NEWS IN BRIEF

Job Applicants Choose Companies With Flexible Benefits

Employees considering roughly equal job offers from two different companies are much more likely to choose a company offering flexible benefits, according to nationwide employee attitude survey by the Opinion Research Corporation of Princeton, New Jersey.

The survey, conducted for the Wyatt Company of Washington, D.C., found that interest in flexible benefit plans was even stronger among lower-paid employees and that employees in all salary brackets badly underestimate the cost of their benefits.

Forty-eight percent of the respondents, reports *Personnel Journal*, think their employers spend 10 percent or less of their salary on benefits. An additional 21 percent of those surveyed think the employer spends between 10 percent and 20 percent of salary, and another 19 percent of employees say they have no idea at all.

In another flexible benefits survey, this one by the Peat Marwick accounting firm of New York, 90 percent of those surveyed were either currently considering the implementation of a flexible compensation program or already had one in place.

Results indicated that interest in cafeteria plans was nearly equal regardless of the respondent's industry.

Tomorrow's Workforce

The workforce of the future will be older, better educated and have a higher proportion of minority workers than today's labor force, according to Commissioner of Labor Statistics Janet L. Norwood.

Dr. Norwood discussed the continuing change in the industrial composition of American industry and the increasing shift from blue-collar production-worker jobs to white-collar office occupations in a recent address prepared for delivery to the Economic Policy Council of the United Nations

Association of the U.S.A. in Washington, D.C.

Continued economic disparity within individual regions in the years ahead will require increased mobility and skill training, says Norwood.

Out-Of-Shape Tend To Be More Depressed

In addition to having lower blood pressure and lower cholesterol levels, physically fit persons are consistently less depressed than their poorly conditioned counterparts, according to a Purdue University researcher.

Speaking before the sports psychology section of the 1984 Olympic Scientific Congress, W. J. Chodzko-Zajko commented that "there is increasingly strong support for the hypothesis that exercise is a natural medicine which may favorably mediate emotional changes."

In his recent study of men between the ages of 27 and 64, Chodzko-Zajko

NESRA Education and Research Foundation

The NESRA Education and Research Foundation believes no manager should ever enter a boardroom empty-handed. Especially an employee services manager.



Because top management demands facts and figures to justify any investment in company-sponsored programs, the NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional or leader with the kind of bottom-line data that their bosses understand. The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the impact of fitness on job performance and the positive relationship between employee programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation or inquiry to the NESRA Education and Research Foundation, 2400 S. Downing Ave., Westchester, IL 60153.

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NEWS IN BRIEF

discovered that "fitness is not just a physiological phenomenon, but biochemical and psychological in nature as well."

Chodzko-Zajko noted that in recent years "more and more persons are being diagnosed as depressed. What we're trying to determine is whether emotional problems such as depression may be treated in a holistic manner—that is, considering physiological and biochemical elements as well as emotional elements."

Although the results of the study cannot definitely prove that people who are in better physical condition will be less depressed, Chodzko-Zajko indicates that "physical fitness may in the future be regarded as a partial remedy in treatment of depression."

New Forces Reshaping Business

There are forces reshaping our society, bringing even greater change than

has occurred over the past 20 years, according to *U.S. News and World Report*.

Several of these forces have important implications for business and the economy of today and the future as described below.

- **A maturing society.** We are changing from a youth-oriented to a middle-aged and elderly-dominated society. The baby-boom generation is moving into middle age, and by 1990 the number of people between the age of 30 and 44 is expected to increase by 20 percent to a total of 20 million.

This shift will create problems in the workplace, where a substantially larger number of middle-age workers will be competing for advancement in their companies. Many will find their quest for promotion a difficult one as available slots become far out numbered by those wanting to fill them. Frustration and an increase in midlife career changes could result.

- **Lure of the Sun Belt.** Northern

and central sections of the United States have lost residents, as many have migrated to western and southern regions seeking better economic opportunities.

Sun-Belt cities such as Houston, San Diego and Phoenix have had substantial population increases in the last decade at the expense of Frost-Belt cities such as New York and Chicago. Accompanying this population loss is the deterioration of economic conditions which have stifled many Frost-Belt industries and eliminated many jobs.

- **Computer revolution.** Computers do everything from designing products to controlling the flow of materials on production lines. The computer's growth has been particularly significant in the service sector, where large amounts of information must be handled efficiently and quickly.

As computer networks expand, more people will telecommute, working from their homes via computer terminals connected to their offices.

Of course, the computer explosion

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is not without its problems. Computers are expected to eliminate many jobs, including white-collar positions.

• **Foreign competition.** The U.S.'s economic dominance in the world has been steadily eroding for a decade.

These circumstances have been fostered by problems rooted deep in America: high wages, inefficient and outmoded plants, mistakes by management and a faltering education system. In addition, a strong U.S. dollar has given a big price advantage to foreign producers.

• **Women on the move.** Women's role in our society, especially in the workplace, has changed noticeably in the last 30 years. In 1950, only one-third of women held jobs outside the home. Today, more than two-thirds of women between 25 and 44 are employed, many in occupations previously closed to females.

But, despite falling barriers, there remains economic disparity between the

sexes. Success for many women is still elusive, and in general, women continue to earn about 62 percent of what men make—a constant ratio since the mid 1950s.

Pension Opportunities For Older Workers

Older workers could be in for a break on pension benefits. Under a recent proposal being drafted by the Equal Employment Opportunity Commission, employers would have to continue pension contributions for workers who stayed on the job past the age of sixty-four.

Proposed regulations, reports *Nation's Business*, would require payments to pension funds for workers aged sixty-five to sixty-nine. Employers can now stop making payments when a worker reaches the age of sixty-five and becomes eligible for full Social Security benefits.

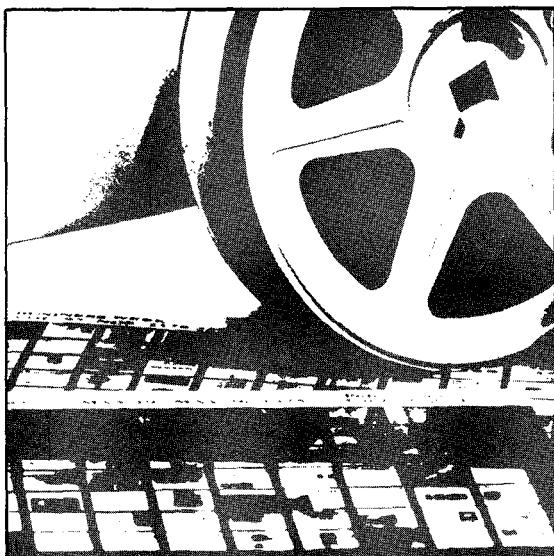
The change would follow a recent amendment to the Age Discrimination in Employment Act barring discharge of workers under seventy on the basis of age. Under normal regulatory process, the commission will receive public views and decide whether to modify the proposal before making it final.

World Work Ethics Rated

There is a strong link between the work ethic and the quality and motivation of the workforce, states an international report by the Aspen Institute for Humanistic Studies.

The study notes that workers with a strong work ethic display a "willingness to do their best regardless of pay," and a country with a strong work ethic "can expect more from its workforce. . . ." The study defines a strong work ethic as "an inner need to work hard and well."

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The study reports that 57 percent of Israeli workers have a strong work ethic. Among Americans, the figure is 52 percent; Japanese, 50 percent; Swedish, 45 percent; Germans, 26 percent; and British, 17 percent.

Also, workers in each country rated their jobs. In both West Germany and the United Kingdom 21 percent rated their job a "bad job." In Japan, the number was 17 percent; Sweden, 14 percent; United States, 9 percent; and in Israel, 6 percent. A "bad job" has low pay, little job security, little chance for advancement, and is where workers are ashamed of their workplace.

Employers Stress Alternatives to Hospital in Health Care Plans

Birthing centers, hospices and home health care are among the less-costly alternatives to "traditional" hospital care many employers are now covering under their medical plans. Some employers are also prompting employees

to select or at least consider these alternatives by offering special incentives.

A recent survey of nearly 1,200 employers by Hewitt Associates, Chicago, indicates that more employers are restructuring their health care plans to encourage employees to use their benefits in the "smartest" way.

Many employers are including coverage for "non-hospital" health care which, a few years ago, might have been considered unusual. Some of the findings include:

- 27 percent of the survey companies cover midwives and alternative birthing centers.
- 36 percent provide coverage for hospice care, including bereavement counseling for family members.
- 65 percent cover home health care services when a professional provides care to a patient recuperating at home.

To foster use of alternate health care, 13 percent "reward" employees for choosing hospice care, and 17 percent

reward health care at home by reimbursing a larger percentage of the bill than for an extended in-hospital stay.

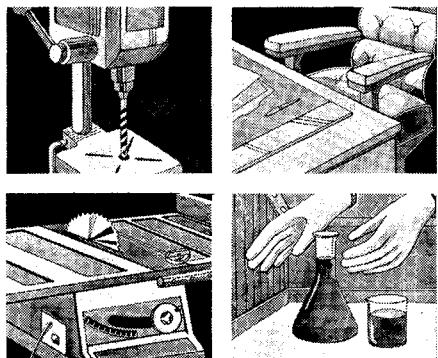
Incentives designed to limit unnecessary hospital admission are also becoming more popular:

- 28 percent require that an employee receive a second opinion before having certain types of surgery, and another 32 percent are considering this requirement.
- 39 percent offer higher reimbursement levels for outpatient surgery (versus surgery done on an inpatient basis), while an additional 29 percent are thinking about such an incentive.

Fourteen Steps to Greater Productivity

Dr. W. Edward Deming, the American whose managerial insight forged Japanese corporate society, has a 14-point plan to revitalize American management practices, as reported in *The Philadelphia Inquirer Magazine*.

- 1) Create constancy of purpose for



Can you pick out the greatest employee health hazard?

If you picked one of the machines you're wrong. It's the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

Because they keep us sitting on the job — with no exercise — no chance to keep physically fit. So our bodies grow soft. We are more susceptible to disease. And industry loses billions in lowered productivity, chronic fatigue, absenteeism, early retirement.

Your company probably can't do away with the desk and chair. But, like over 400 other companies in America, it can provide direction and opportunity for employee fitness. A room for calisthenics, an area for running or jogging, bicycle racks and showers.

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improvement of product and service. Forget the next quarterly dividend. Plan for the future. A company's job is to stay in business and provide jobs through innovation, research, constant improvement and maintenance.

2) Adopt the new philosophy. We are in a new economic age. Acceptance of defective materials, poor workmanship and inattentive, sullen service are roadblocks to better quality and productivity. We have learned to live in a world of mistakes and defective products. It is time to adopt a new religion.

3) Cease dependence on inspection to achieve quality. Build quality into the product in the first place.

4) End the practice of awarding business on the basis of the price tag. Instead, depend on meaningful measures of quality, along with price.

5) Constantly and forever improve the system of production and service. Continually reduce waste and improve quality. Only a small portion of this obligation can be achieved by

the production workers, even when management listens and acts on their suggestions and recommendations. The lion's share of improvement must originate with management.

6) Institute training on the job. Poor training (or none at all) of hourly workers and dependence on unintelligible printed instructions too often seem to have become a way of life.

7) Institute supervision. The aim of supervision should be to help people, machines and gadgets to do a better job.

8) Drive out fear. Most people, especially people in management positions, do not understand what the job is, nor what is right or wrong. Moreover, it is not clear to them how to find out. Many are afraid to ask questions or to take a position. The economic loss from fear is appalling. It is necessary for better quality and productivity that people feel secure.

9) Break down barriers between departments. People in research, de-

sign, sales and production must work as a team to foresee problems of production that may arise with various materials and specifications.

10) Eliminate slogans, exhortations, pictures and posters for the workforce. These never helped anybody do a better job.

11) Eliminate numerical quotas. These quotas take account only of numbers, not quality. As usually used, they are a guarantee of inefficiency and high cost.

12) Remove barriers that stand between the hourly worker and his or her pride of workmanship. Examples of barriers are misguided supervisors, faulty equipment and defective material.

13) Institute a vigorous program of education and training. Management has a new job. So does everybody else.

14) Create a structure in top management that everyday will push the above 13 points.

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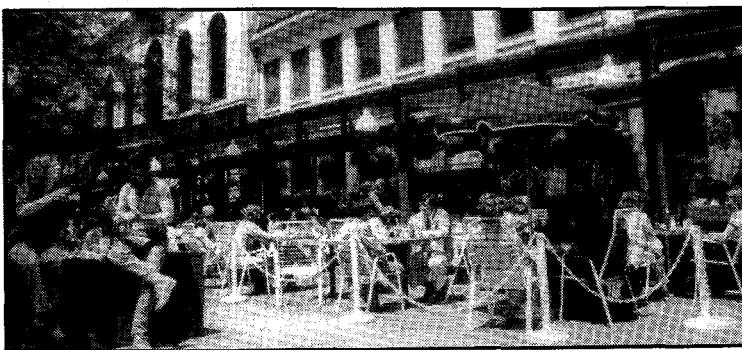
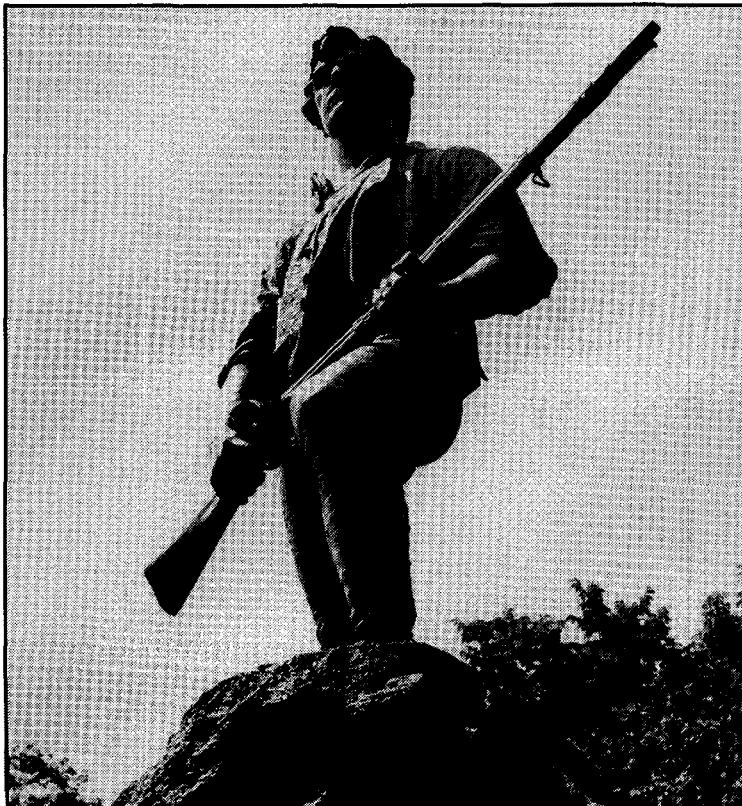
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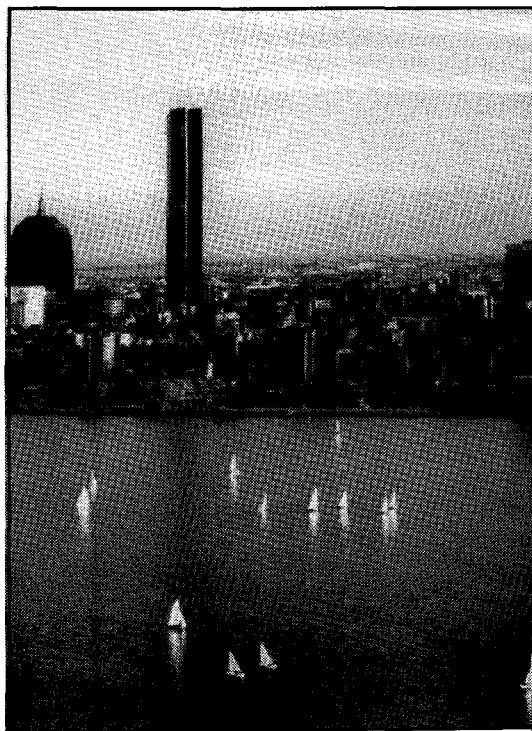
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BOSTON



Top: The Minuteman Statue, a symbol of Boston's rich historical heritage. Above: The opening night of the conference will find NESRA members exploring the many outdoor cafes and shops of Quincy Market.

Bright From T



Boston: home of NESRA's 44th Annual Conference and Exhibits.

Start



a long-held tradition of excellence and innovative

Ever since Paul Revere's midnight ride to Lexington in response to two warning lanterns in Boston's Old North Church belfrey, Boston has been shedding its own light on innovative leadership to the rest of the country.

For over two centuries, Boston has been a beacon in pioneering advanced educational, political, technical, medical and cultural contributions to American society. Boston is not only the "cradle of liberty," but also the hotbed of inventiveness and advanced ideas.

This coming May 1-5, employee services and recreation managers from across the country will continue this tradition of excellence and innovative leadership as they gather in Boston to shed some light of their own at NESRA's 44th Annual Conference and Exhibit, "Employee Services and Recreation—A Beacon to the Future."

Conference delegates will find a brilliant array of history, recreation and culture in the conference host city.

In Boston a fine blending exists between past and present. The cobblestone streets of Beacon Hill, Faneuil Hall and the Old North Church are right in the midst of what has become known since the 1960's as "the new Boston." This harmony of the old and the new is what Boston is all about.

Founded in 1630, ten years after the Pilgrims landed at Plymouth Rock 39 miles to the south, Boston was originally part of a British colony. Its port made a thriving center for shipping, shipbuilding and fishing. As prosperity grew, there developed a spirit of independence in this city long remembered for the Boston Tea Party and the courageous Minutemen.

Today, Boston is known as the Athens of America, offering the best in

BOSTON

entertainment, culture, shopping, sports events and scenic beauty.

NESRA conference attendees can capture the true flavor of Boston with an exciting cruise on its magnificent harbor. Dinner, dancing and entertainment will be the highlight of Thursday evening as members set sail on the vast harbor where Boston's early fortunes were made in clipper ship trade and colonial business.

A mile long wharf, where British troops marched amidst the sound of rebellious hecklers, once stretched into the harbor. It has long since disappeared, along with a number of ancient piers and warehouses, and been replaced by a magnificent waterfront restoration. The old structures have been recycled into chic restaurants, modern hotels, apartments, office buildings and the famous Faneuil Hall Marketplace—an exciting new addition to the city with its stores, restaurants, exhibits, food markets, entertainment and nightlife.

The new Waterfront Park is a gorgeous part of the overall scheme. Here conference delegates can rest on the terraced steps and view the fascinating scenic harbor. This is one of Boston's most delightful areas. Trees, flowers and a rose and wisteria covered 340 foot trellis further enhance the ambience of this favorite haunt.

Up from the harbor and below Beacon Hill are sections and neighborhoods that trace the history of America from its founding in the 17th century to the present day, as new immigrants continue to deepen the character of this hospitable, international metropolis. In the North End, you hear Italian spoken as frequently as English. In Chinatown, you are transported to the Orient. Back Bay streets with discreet recessed doorways of consulates are reminiscent of London's Mayfair.

An international city deserves an international airport, and Boston has one only two miles from downtown. Logan International Airport is the 4th largest gateway in America. The weather station there reports more clear days than Miami and mean temperatures warmer

than Reno.

Shopping runs the gamut from craft products sold out of colorful carts in Faneuil Hall Marketplace to the finest department stores, windows glittering with the latest fashions. Newbury Street's exclusive shops and boutiques are located among art galleries, sidewalk cafes and bookstores. And, at Haymarket, conference delegates can stock up on the best fresh produce or icepacked fish to take home.

If art and architecture interests NESRA members, the Back Bay's treasures include the Boston Public Library and Trinity Church, 19th century masterpieces adjacent to the Hancock Tower. A few blocks away are the Prudential Tower and the Christian Science Center with its spectacular reflecting pool. Symphony Hall, home of the Boston Symphony and the Boston Pops, is across from the Mother Church.

Boston has a wide variety of some of the finest museums in the country. The wonderful Museum of Science and Hayden Planetarium, where visitors can participate in over 400 look-and-touch exhibits ranging from astronomy to zoology, is located at Science Park on Charles River Dam. The Boston Tea Party Ship, where Boston's most notorious protest is recreated before the visitors' eyes, and the Children's Museum, where youngsters and adults alike can learn about the world through "hands-on" exhibits, are located next to each other on Fort Point Channell on the waterfront.

For conference attendees interested in history, the itinerary should include visits to Bunker Hill Pavilion in Charlestown, where the key encounter of the American Revolution is reenacted through sights, sounds and other theatrical effects. History buffs will want to walk the Freedom Trail that starts downtown at Boston Common and winds through the financial district past the Old State House and the spot where the Boston Massacre occurred, into the North End. After looking at Paul Revere's House and Old North Church, NESRA members can journey across the Mystic River to Charlestown, where

the Bunker Hill Monument and the U.S.S. Constitution ("Old Ironsides") are located. The U.S.S. Constitution Museum is full of the lore of wooden shipbuilding and sailing.

There's entertainment for all tastes in Boston and neighboring Cambridge. Broadway hits play at legitimate theaters in the South End, and there are several little theaters dotted about town. Boston is New England's jazz capital, and many night spots offer country music and disco dancing.

As for sports, there's no doubt that Bostonians are among the most avid and partisan sports fans in the world. Visitors often get as much of a kick from observing fans as players at beautiful Fenway Park or the Boston Garden with its parquet basketball court. There's NFL football at Sullivan Stadium, pro tennis at Longwood Cricket Club, horse races at Suffolk Downs, and a dog track at nearby Taunton. Red Sox, Celtics, Bruins, college football, rowing regattas on the Charles and the annual Boston and Bonne Belle Marathons all add up to a great sports capital.

NESRA members who want to participate in recreational activities will find opportunities in the Boston area for all kinds of athletics, including golf, tennis, boating on the Charles River, cycling and jogging.

Through it all shines a bright light—a constant awareness of the compatible blending of the new with the old . . . the history of yesteryear with the dreams of tomorrow. It's what makes Boston unique—one of the world's great cities and the perfect home for NESRA's 44th Annual Conference.

These many activities are only a sampling of the shining opportunities that the city on the hill holds for NESRA members. Conference delegates can look forward to leaving Boston with many dazzling memories and the means to a brilliant future.

For more information on Boston's many exciting activities, contact the Boston Convention and Tourist Bureau, Prudential Plaza, Box 490, Boston, MA 02199, (617) 536-4100.

Take Home the NESRA Conference

... with cassette tapes of the major educational sessions of the 43rd Annual NESRA Conference and Exhibit.

Meeting the Needs of Today's and Tomorrow's Workforce—Michael H. Annison, president of the Westrend Group, explores the trends that will affect employee services managers.

Corporate Fitness: An Overview—George Pfeiffer, vice president of The Center for Corporate Health Promotion, outlines the rationales for and benefits of employee fitness programs.

Managing the Successful Move to Computers: Part I—Bob Arinello, market representative for Storage Technology Corporation, looks at how to program a computer for optimal efficiency.

SPECIAL OFFER

Understanding Yourself to Energize Personal Performance—Bill Brooks, president of William T. Brooks and Associates assists managers in identifying specific work behavior patterns to capitalize on their strengths and interact more effectively with others. This \$18.50 set includes a cassette tape and individual workbook. Send for this directly from NESRA headquarters, 2400 S. Downing, Westchester, IL 60153.

Golden Waste Space—John Leslie, (retired) 3M Company, enlightens listeners to largely ignored prospects for programming space.

In Search of Excellence—Herb Dreo, training specialist for Storage Technology Corporation, discusses the principles and effective techniques of sound management.

Transition Awareness Process—Diane Fausel, employee programs manager for the City of Scottsdale, presents specific techniques which can help employee services managers reduce the time it takes for new employees to become effective on the job.

That Urge to Achieve—William Curra, director of human resources at Martin Marietta Aerospace, explores the characteristics of high achievers.

Your Employee Services Program—What's the Score?—Scarvia Anderson, consultant and adjunct professor at the Georgia Institute of Technology, evaluates the effectiveness of employee services and recreation programs.

Managing the Successful Move to Computers: Part II—Frank Richardson, owner of the Computer Connection, explores computer hardware and software usage.

Promising Approaches to Health Promotion in the Workplace—Jeff Bauer, consultant and professor at the University of Colorado/Boulder, enlightens listeners on how to promote healthy lifestyles on a shoestring budget.

Lifestyle (Diet/Exercise) Relates to Health—Julian M. Whitaker, M.D., founder and director of the National Heart and Diabetes Treatment Institute, Inc., provides professional advice on how to make the American lifestyle healthier to enhance the individual's quality of life.

Impact of Employee Services and Recreation on Productivity—Craig Finney, Ph.D., professor of Recreation and Leisure Studies at California State University/Northridge, presents research that supports employee services and recreation's positive effect on worker's productivity.

Send tapes to: Name _____
Company _____ Address _____
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Total Enclosed \$ _____

Complete the form above and send \$8.50 per tape to: Cassette Services, 815 N. Douglas, Arlington Heights, IL 60004. Tapes for the Bill Brooks session can only be obtained through NESRA headquarters.

FACILITY

Building For Tod

By Anthony J. Chivetta
and Bryce Hastings

"**M**aybe we should build." This is a turning point—an historic moment.

Your corporation has decided to investigate construction of a sports and recreation center.

This decision typically has a history, a scenario that has run a familiar course.

Perhaps employees started requesting more than the corporate inventory of recreational resources could deliver. The two lighted softball diamonds, concession stand, picnic ground, jogging track and portable toilets adjacent to company facilities may have served well in the days of summer, but a more sophisticated and fitness-minded workforce wants year-round and more specialized recreational opportunity.

The search for a building begins. Perhaps a neighborhood storefront can be converted, or an unused company building.

Such conversions may prove adequate for aerobics and fitness classes, maybe even a weight room, but they generally prove ill-suited for popular sports and activities demanding more specialized space, such as racquet ball, indoor soccer and tennis, basketball and swimming. Often low ceilings restrict the variety of uses, while energy inefficiency helps drive operating costs through the roof.

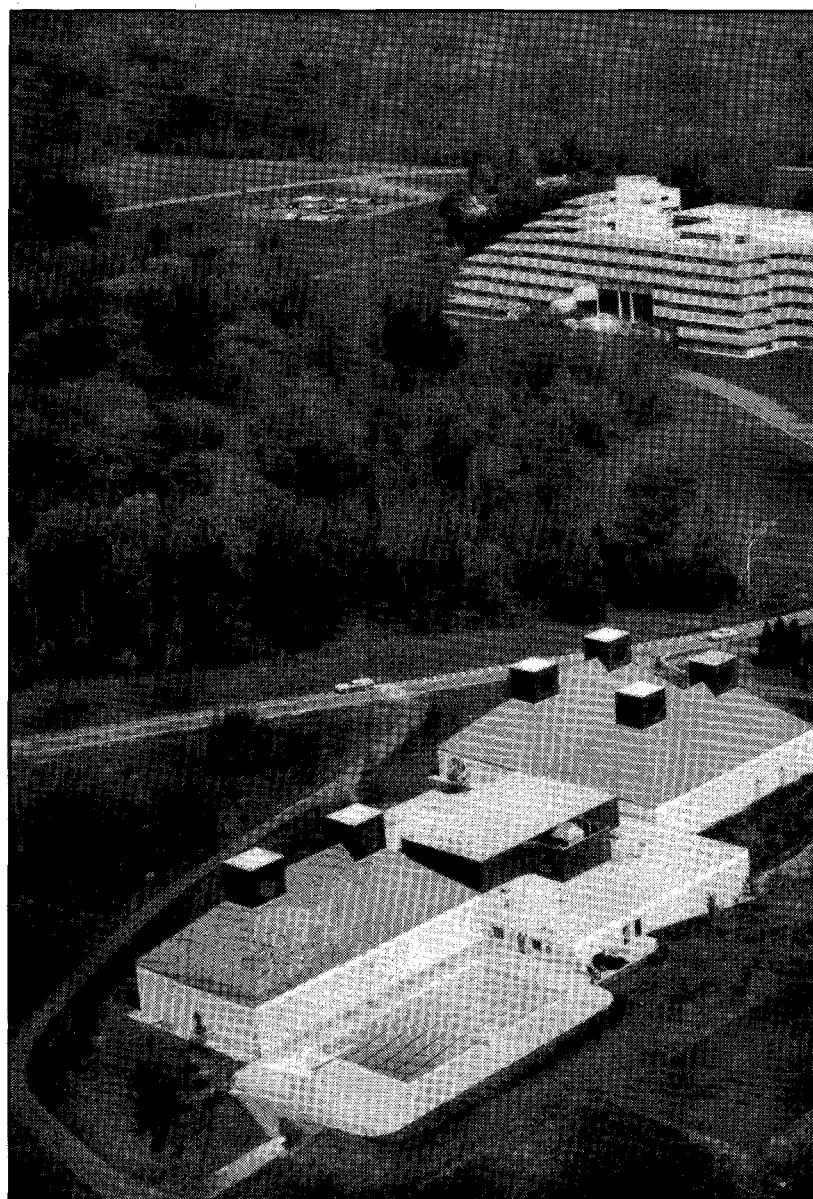
At some point someone usually has the brilliant idea of finding a retired school with gym, showers and "his and hers" locker-rooms in place—maybe even a swimming pool!

Should such a godsend materialize, it is usually too far from the corporate workplace to permit lunchtime use. Available schools are usually in older

residential communities, while large plants and offices are usually located in younger developing areas.

Often too, the cost of maintaining all the unused classroom space makes a great idea disappointingly impractical.

At this point it often becomes clear that there is only one way to provide a broad spectrum of leisure activity options close to work, in an attractive appropriate environment that invites wide use as a basis of program operating efficiency. Build! Build the



Xerox International Center for Training and Management Development, Leesburg, Virginia

DESIGN

d Tomorrow

building around the desired multi-faceted program and attract greater participation that will generate more operating income while design and energy efficiencies help control operating costs.

As we all know, shoes that don't fit are no bargain. By the same token, em-

ployees won't participate widely in a program that doesn't fit their needs. The highly motivated employees will probably join costly clubs and the marginally interested will regress to inactivity.

"WHERE CAN WE BUILD?"

The site for sore eyes that you seek should offer several acres of flat ground for playing fields, within a half-mile radius of the workplace—a 10-minute walk. This makes it accessible on foot for lunchtime use.

Are utilities available? If more than 500 feet from company parking, is there suitable space for a parking lot? How effective is storm water drainage? Is soil topography appropriate? What about flooding? Each prospective site must meet these prerequisites.

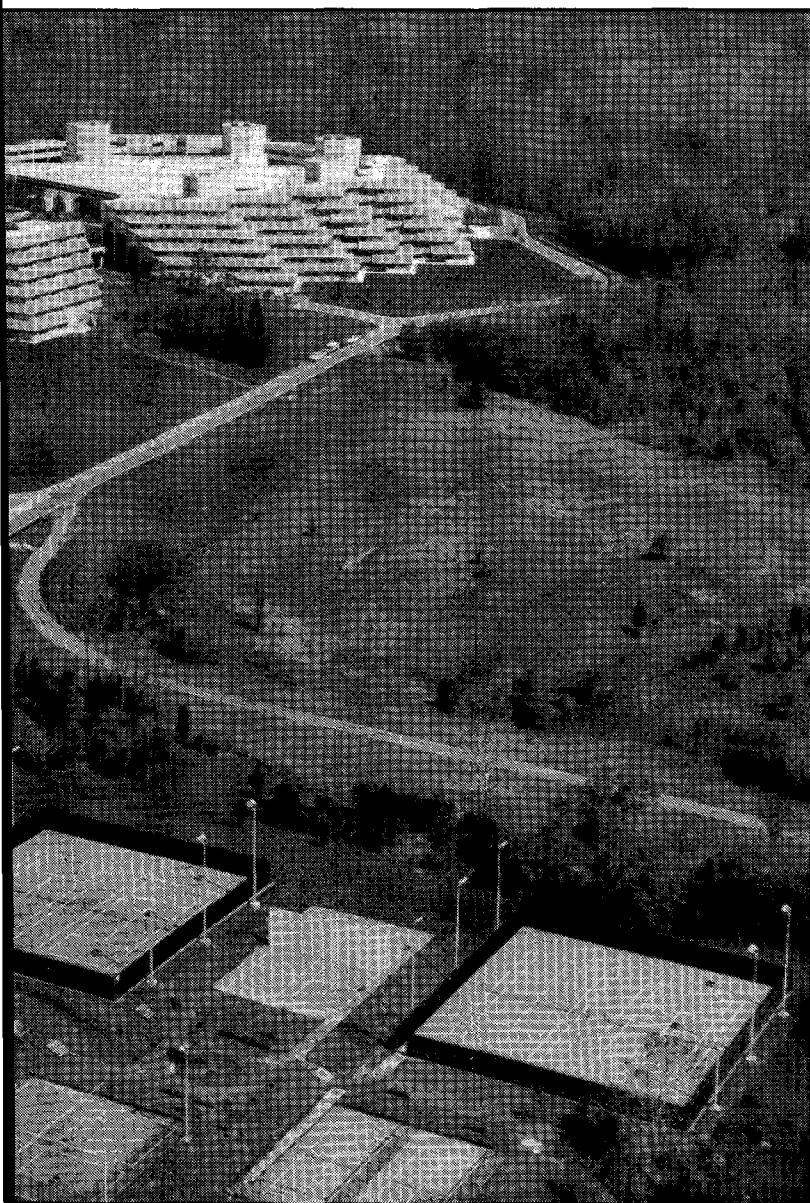
About now it might seem that some professional guidance is needed.

During the site selection process is a good time to bring in an architect, preferably one experienced in the development of sports and recreational complexes.

Your company may already have a very fine architect on retainer. Why not go to that firm? Let us answer the question with a question. No matter how much you trust and respect your family doctor, would you ask him or her to do open heart surgery on you? Nor would you ask an aerobics teacher to supervise your training program for marathon running. By the same token, sports and recreation design and construction is a specialty.

Your employee recreation and fitness program deserves an exciting high-performance facility, tailored to specific multi-use programming needs. Facility design must inspire participation, optimize staff and energy efficiency and provide proven responsive, durable playing surfaces.

The climate control system must often be flexible enough to accommodate activity levels that range from sedentary spectators to over-heated handball



FACILITY DESIGN



Making maximum, multi-purpose use of space, this Hastings and Chivetta designed facility features a mezzanine level jogging track, circling a gymnasium.

players, which is only one example of unique design challenges the specialists can best meet.

The architect with the requisite specialty experience will head a design team of civil, structural, mechanical, electrical and fire protection engineers, code consultants, landscape architects, interior architects and graphic designers—all conversant with the unique aspects of sports/recreation facility design.

THINK PROGRAMMING FIRST

Planning programming before planning the building *may* sound like putting the cart before the horse. It's not. In architecture, form follows function.

So to have a facility that fits your needs, the need or the function must first be defined.

Program planning usually begins with a survey or canvas your employees. What activities, sports or classes are most wanted? Which can logically be provided most easily? How many people will use the facility or complex, when, and for what? How much will the facility cost to build? How much will the program cost to operate—including staffing, utilities, maintenance, equipment and such? How should participation be priced? How much can or will the company underwrite? What sources and amounts of program income can be expected to at least par-

tially defray the costs of a not-for-profit program?

A sports and recreation architectural specialist will help answer all of these questions based on experience and the report that you provide him on your employees' programming priorities and expected levels of use.

An architectural firm will work with employee services managers on program development, providing operating income and expense projections, utilization charts, staff job descriptions and market salary ranges for those positions.

DESIGN AND PRICING

The construction cost projection ideally begins from a program plan summary that will read like the following:

"Our program will serve 3,000 company members and their families and project 30 percent participation—900 employees and their families. Family memberships will be \$75 per year, with extra charges for activities requiring special court time and/or special instructors or officials.

Hours of operation: 14 hours a day for 5 days and 8 hours a day for weekends.

An operating staff of 10 will include: director, assistant director, program coordinator, exercise physiologist, secretary/bookkeeper, control desk workers, weight room supervisor, maintenance and custodial staff and child care workers, supplemented by part-time instructors, officials and weekend/evening managers.

We anticipate approximately 250,000 activity uses per year based on a facility that includes a natatorium, gym, racquetball courts, meeting, club and dance rooms, combatives area, exercise/fitness center, day care center, locker rooms and appropriate support facilities."

Such a profile might also provide for a staged development concept.

From this kind of information, the architect can develop a facilities pro-

gram. Size and placement of various activity areas can be mapped out and support facilities can be plotted along with circulation spaces and wall thicknesses. All this adds up to a gross building area.

The architect then applies cost information from comparable building types, adjusting for geographic variations. Probable construction cost can then be computed.

A total project budget includes land costs, surveys, soil testing, design and legal fees, furnishings and equipment costs—every approximate expense required to deliver the complete facility ready for use.

Once the programming plan is finalized and the site selected, the architect will prepare a schematic design package complete with site plan, floor plans, elevations, sections and a perspective (scaled illustration) of the proposed building. Projected facility budgets are then fine-tuned to meet any

changes suggested by this more detailed design stage.

The package will often include a development masterplan to show how construction can be phased over a period of years to match available funding.

A feasibility study can also be developed with the architect's assistance. It will attempt to project utilization of the proposed facility by positioning the program in comparison to the area's existing competitive programs.

Generally, a commercial, profit-centered program cannot compete effectively with a not-for-profit company-based program that operates a clean, convenient, well-managed center offering a wide range of family activities for reasonable membership rates and user fees.

The schematic design package, master-development plan, programming plan complete with income and operating cost projections, and often a fea-

sibility study are then usually organized in report form for presentation to management as a funding proposal.

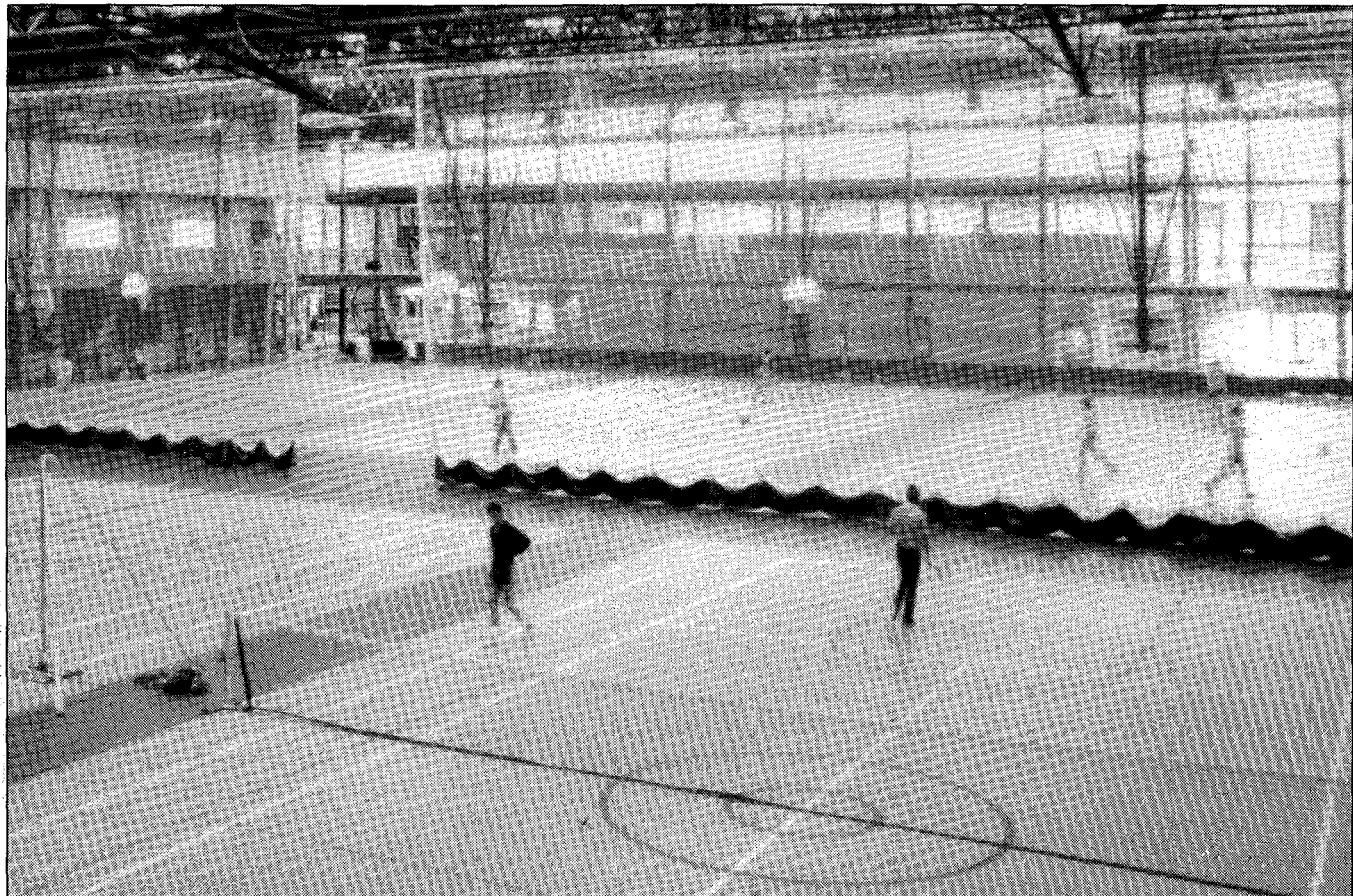
"HOW DO WE CONVINCE TOP MANAGEMENT?"

This is the moment of truth. This is the beginning or the end.

Obviously there is nothing more persuasive than a detailed plan, complete with costs and feasibility projections.

Here are a few additional battle-proven tips:

- Show that the facility has multi-uses.** Incorporate as many proposed uses into the facility-based program as possible, such as child care, meeting rooms for special interest and hobby clubs, fitness testing, hydrotherapy, aerobics, combatives, weight training, gymnastics, racquet ball, wedding receptions, retirement parties, concession stands and vending machines, saunas and jacuzzis and courts for indoor tennis, vol-



Transparent curtains can be used to section off court areas, permitting basketball, indoor soccer, volleyball and tennis to be played concurrently.

FACILITY DESIGN

leyball, soccer, basketball and jogging. The more uses you can project, the more usage management can envision and the easier it will be for them to justify the loans, subsidies or whatever kind or degree of corporate support you need.

Don't worry that these multi-uses mean a multi-million dollar price tag. Part of the challenge and ingenuity of modern design is to incorporate modular flexibility to make the same space serve many purposes at different times with moveable or portable fixtures.

□ Demonstrate how one facility can be used simultaneously for different activities. In fact, multi-use ingenuity can become a selling point in its own right. For instance, management is often impressed when shown how special transparent curtain dividers can quickly section off a large gym into separate court areas, allowing tennis, volleyball and basketball *concurrently!* Contemporary design seeks to permit as many simultaneous uses as possible. Consider the possibility of an elevated jogging track around the inside of a gym or a natatorium (swimming pool) with a moveable bulkhead that divides the pool to permit water polo practice and recreational swimming at the same time.

□ Sell management one step at a time. The appeal and practicality of a modular approach extends beyond interior design. A modular approach can permit the staging or phasing of construction. Such an option might keep from scaring management off with a large \$3 to \$6 million frontend price tag.

A first stage should incorporate your employees' highest use priorities. Usually a first stage includes a gym, meeting rooms, weight room, showers and locker rooms. The pool, water sports and hydrotherapy usually have to wait for a second or third stage.

□ Prove that fitness makes good business sense. Naturally, the employee services manager's rationale should include a listing of payoffs for the corporation.

A vigorous and attractive sports and recreation program can be an important

recruitment resource in the constant search for uniquely qualified personnel.

The prospective contribution to morale, productivity and employment longevity are almost irrefutable, especially when your rationale includes statistics and quotes from the many recent medical and psychological studies.

The mounting evidence is so persuasive, perhaps a solid sports/recreation program could convince a health care insurer to drop corporate rates \$30 or \$40,000 a year!

□ Have your facts and figures ready. A detailed operating plan, com-

Part of the challenge and ingenuity of modern design is . . . to make the same space serve many purposes.

plete with job descriptions, salary ranges, fee structure, income and expense projections should prove to be persuasive evidence of feasibility.

Projections that show income sufficient to bear a high percentage of the operating costs will help win management support. Remember that an architect experienced in recreational design can help you pull together the necessary facts and figures.

□ Make your facility marketable. A full-fledged feasibility study will also contribute an assessment of competitive resources in the area. Marketing-oriented management will always want reassurance of the concept's competitive viability. This can be credibly established if fees and membership charges are kept near to half the charges levied by local YMCAs and private clubs.

Or, rates could be listed at the same levels as the competition, with company subsidies providing 50 percent of the charge. This approach might help personalize company altruism by relating it to each membership sold.

GOOD DESIGN PROMOTES UTILIZATION

The facility should be designed to fit your current and future program. In architectural terms, that means form should follow function. More specifically, 85 percent or more of the facilities gross building area should be usable, with the minimum possible number of administrative, supervisory, operating and maintenance personnel.

We've discussed the importance of designing not only for many uses, but for many *simultaneous* uses.

In part this requires design for traffic patterns that don't put very different types of uses into proximity with each other. For instance, you wouldn't want wedding reception guests having to parade through the gym, nor would you want children in the day care program to have access to the weight rooms.

In addition, there are less tangible elements of design that can either invite and encourage usage or discourage use. Color and light have important psychological impact. Bright lighting and bold super graphics on large wall spaces stimulate the desire to be there and participate.

For its motivational impact, the entrance area is critical. It should be bright and energizing. Persons entering should be virtually bombarded with images of diverse activity and movement. Nothing is more defeating than a gloomy, windowless vestibule flanked by dark, cinderblock hallways.

Employees who enter your facility for the first time should feel as soon as they open the door that they are walking into a whole new world of possibilities—a place where they will discover exciting new dimensions of self and build toward a future of fun, fitness and productivity.

With the practical, step-by-step guidance of your architect, this vision will hopefully become a reality for your company and its employees.

Anthony J. Chivetta and Bryce Hastings are the founders of Hastings & Chivetta Architects, St. Louis, Missouri, an associate member of NESRA.

Lighting *Lighting*

LET IT SHINE ON YOUR EMPLOYEE SERVICES PROGRAM

by Jeanie Bieri

Getting more for your dollar.

It's a philosophy that makes sense, especially when it comes to getting maximum results from your company fitness and recreation program.

Surveys show that many athletic and recreation facilities are not put to optimum use. In fact, most recreation programs have demand exceeding facility capacity for team sports. In this day of tightened budgets, employee services managers cannot afford to let their sports and fitness programs not live up to their highest potential.

Many companies are discovering that an easy way to get the most out of their recreation facilities is to literally shed some light on the subject. Whether your company is building a new recreation facility or sports field or is just upgrading an old one, lighting could be the means to a more creative recreation program which would better serve your employees' needs. Lighted facilities could also be the answer for companies that must accommodate many off-shift workers.

"Lighting allows for maximum utilization of facilities," says Ken Lof-

tice, executive director of employee services and recreation, Lockheed Georgia Company. "With seasonal changes, lighting makes the space available longer hours and adds more diversity in programming. By upgrading lighting, you are also increasing safety for your employees."

Phyllis Smith, executive director of the Hughes Fullerton Employee Association, agrees. "With our lighted fields we have been able to increase employee participation in our softball tournaments from twelve to twenty-eight teams. When you have 15,000 em-

LIGHTING

ployees, this is extremely important.

"Lighting is especially beneficial to companies on the west coast," Smith adds, "because it keeps facilities open for use during the months of October to April when darkness sets in early. With lighting, our facilities can now be used year round."

At General Dynamics in Fort Worth, Texas, company facilities include several lighted fields which are used for softball and soccer. Nearly 120 teams compete in General Dynamics' softball tournaments—a feat that would be impossible if tournaments were confined to weekends or daylight hours.

"Lighted facilities have been a great asset to our recreation program," notes General Dynamics recreation manager J. D. Smith. "One of the benefits of lighting," he points out, "is that your employees can use the facilities during their leisure time, which is usually at night."

The problem with planning for recreation and athletic field lighting, however, is that it requires specialized knowledge and expertise. Amidst all the technical jargon and intricate design, an employee services manager may feel "lost in the dark."

Luckily, sports field lighting is not as baffling as it seems. With a basic knowledge of some key principles and the help of a lighting manufacturer or consultant, you can be well on your way to adding new and exciting developments to your company's recreation program.

SPORTS LIGHTING IS UNIQUE

Perhaps the most important point to remember when considering athletic and recreation facility lighting is that it is unlike any other type of lighting. Sports lighting requires relatively high levels of light over a large area, the lighting must be uniform over this area and the lights must be mounted on the facility's perimeter so that all of the playing area is free for activity. Because of these differences, principles used for designing indoor, roadway or parking lot lighting do not apply.

The goal of a sports field lighting project is to apply sufficient light energy to the participants and the ball so that players and spectators can effectively see and follow all movement at night. For purposes of planning to achieve this goal, there are a number

of factors to be considered, such as the amount of light needed for your intended use, the best possible structural and electrical systems to achieve this, and the financial and installation options available.

HOW MUCH LIGHT IS NEEDED?

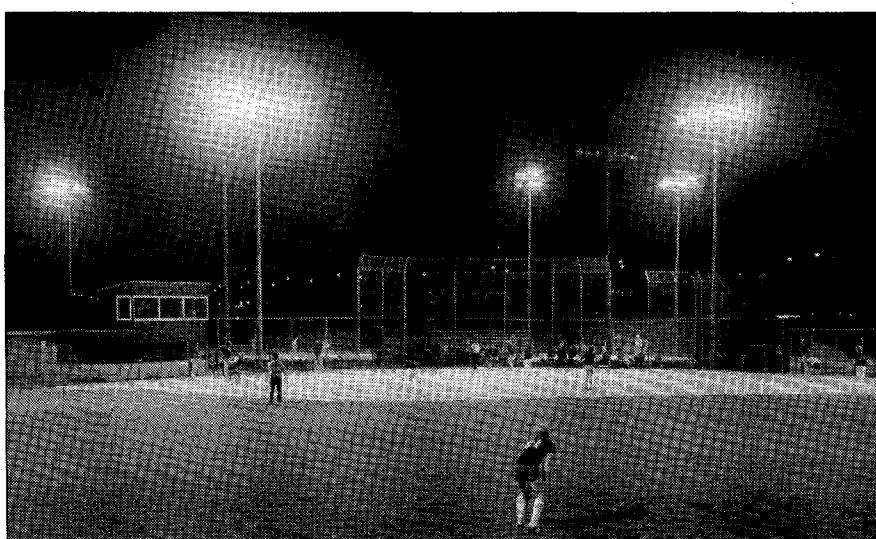
The level of light required for a recreation facility is determined by several factors:

- The sport. For example, baseball uses a small ball that travels at a relatively fast speed and therefore it requires a higher light level than a sport such as soccer.
- The skill level of the players. Will your employees be playing for fun, or will teams be competing on a tournament level?
- The size and shape of the field.
- The number of spectators. This will affect peripheral lighting.
- The possibility of television coverage if anticipated.
- General aesthetics.

A lighting equipment manufacturer can help you analyze your needs and determine the number of fixtures required to produce the desired light level. Most manufacturers can provide you with a computer model of the proposed lighting, which is referred to as a "point by point."

A common mistake in specifying a lighting project, and one that can be easily avoided, is to set the number of lamp fixtures wanted rather than specifying the quantity and uniformity of light to be produced on the field. A specification of a set number of fixtures determines the light energy generated by the lamp at the top of the pole, but it does not tell you how much actual light you are getting on the playing field. In fact, the quantity of light generated on the playing surface with a given number of fixtures varies substantially from one manufacturer to another.

For example, to achieve a 30 foot-candle infield/20 footcandle outfield



With lighting, employees can use outdoor facilities during their leisure time, which is usually at night.

LIGHTING

light level on a 280 foot softball field, Manufacturer A requires twenty-four 1500 watt metal halide fixtures, which will generate 3,600,000 lumens (a measure of light). Manufacturer B, on the other hand, designates thirty-two 1500 watt metal halide fixtures which will generate 4,800,000 lumens.

Since both systems result in the same light level on the field, Manufacturer A's equipment is the more efficient system. Much of the light produced by Manufacturer B's equipment is spilled due to inefficient reflector design or improper fixture placement, so it never reaches the playing surface. This point cannot be stressed enough: more fixtures do not necessarily mean more light on your company's playing field. You may be paying for equipment you do not need.

LIGHTING CRITERIA

To assure maximum benefits from your lighting project, the following factors should be considered and discussed with your consultant:

Uniformity. A field with bright and dark spots due to uneven lighting is difficult for players to play on. Fly balls may appear to slow down if they pass from a bright to dark area. A standard for the ratio between the darkest and brightest spots on the field should be set for adherence by the manufacturer.

Glare. This item is often the subject of many player complaints. With today's modern lighting equipment and its greater light projection capabilities, there is much greater flexibility in the areas of pole locations, pole heights and aiming configurations which can help to minimize glare related problems.

Light pollution. Complaints by neighbors of lighted sports facilities is an increasing problem. Any facility built in a residential area should be designed to minimize spill light from the system. Remember to be considerate to your neighboring community; let them know

in advance when you will be using lighted fields and try to wrap up activities at a reasonable hour.

Safety. Adequate quality and quantity of lighting for the specific sport being played and proper electrical design are necessary to ensure the safety of players, spectators and maintenance personnel.

Efficiency. Once you define the desired lighting results, utilize the fewest number of fixtures possible to achieve it. Fewer fixtures mean lower installation costs, lower electrical operating costs and lower maintenance costs. If one manufacturer requires eight additional fixtures to produce a specified light level, the extra electrical costs alone would cost your company \$2,670 over a ten year period (1984 average national electric rates based on 300 annual hours of usage).

Lamp Choice. Due to high electrical requirements and relatively short lamp life, both bulb-type incandescent and quartz incandescent lamps are considered obsolete for sports field lighting applications. Metal halide and high pressure sodium are the two main light sources in use today. For most sports lighting applications, the metal halide lamp is the more energy efficient installation because the high pressure sodium lamp generates light in a manner that is difficult to project effectively over long distances.

STRUCTURAL CONSIDERATIONS

In the past, specifying a lighting system dealt very little with structural considerations. Methods of assembling the equipment were left up to the contractor. Recent research has shown that the structural integrity of the luminaire assembly (which includes the lamp, reflector, ballast mounting and crossarm) is the major factor in determining the quality and quantity of the produced light. It also affects the life cycle maintenance cost of the system as well as safety considerations.

Use of wooden crossarms was common for incandescent light systems. Because an incandescent fixture weighs only about fifteen pounds, wooden crossarms worked fine. A high intensity discharge lamp assembly, however, weighs approximately 50 to 60 pounds. Twisting of the crossarm and misalignment of the fixtures will result if high intensity discharge equipment is installed on wooden crossarms. Today's modern lighting equipment demands metal crossarms of considerable strength and size.

A ten degree misalignment caused by sagging of the fixtures over time can cause a loss of as much as two thirds of the light on the field. By planning the needs of your recreation program's lighting system well in advance, you

SPORT	SKILL LEVEL	LIGHT LEVEL
Softball	Recreational	30 footcandles infield 20 footcandles outfield
Softball	Tournament	50 footcandles infield 30 footcandles outfield
Soccer	Recreational	30 footcandles
Soccer	Tournament	50 footcandles
Tennis	Recreational	30 footcandles
Tennis	Tournament	50 footcandles

Standard guidelines for required lighting levels.

LIGHTING

can avoid the high costs of redesigning or reaiming your lighting system.

Another aspect of the lighting system that your consultant or manufacturer can guide you on is pole choice. The function of the poles is to support the luminaire assemblies at the proper height to achieve optimal aiming angles and avoid glare for the players. Wood, steel and concrete are the three primary options.

The type of pole selected does not affect the end result of the quality of light on the field, but it does affect economic and aesthetic considerations. A penta-treated Douglas Fir wood pole should last from 30 to 45 years, is easy to install and does not require an expensive concrete base. Steel poles have a higher initial cost which becomes substantially significant over 60 foot lengths, and they require concrete footings which make installation costs higher. Steel poles will last indefinitely, and many feel they have an appearance advantage over wood poles. Concrete poles are more expensive than wood but often less than steel. They can be direct buried, thus eliminating the cost of footings, but they are heavy and may be expensive to set. Freight on concrete poles limits use to areas of plant manufacturing locales.

ELECTRICAL SYSTEMS

Frequently the designing of an electrical system for fitness and recreation facilities is related to requirements similar to manufacturing or commercial buildings. This results in a system that is often overdesigned and unsafe because it does not allow for special problems of grounding. Few electrical engineers have had extensive experience in the specialized area of ballfield design. When planning the electrical system for a sports lighting project, remember to keep it simple. Sophisticated switching arrangements can add greatly to the total cost of the project and are generally not needed.

By providing power disconnects at the base of each pole, you can protect service personnel during maintenance. Require established safety standards, such as the Underwriters Laboratory Listing, to ensure safety and avoid liability. The entire luminaire assembly, not just the fixture, should be UL listed. Compliance with national, state and local government codes is also advised.

Proper initial design standards will reduce costly and disruptive maintenance problems. Fusing of each fixture will avoid gang failure of lights and eliminate costly emergency repairs.

MULTI-PURPOSE LIGHTING

The lighting of a multi-purpose facility is much more complex than lighting for a single use field. If there is a possibility that a facility will be used for more than one sport, it is important to tell your consultant before the lighting system is designed. Variations in pole locations and fixture aiming, as well as possible separate switching options, can be used by a knowledgeable designer to design a system that provides high quality lighting for several sports.

MANUFACTURERS' STANDARDS

Clear-cut standards can avoid two problems on bid date: insufficient, cheap substitutions and overpriced bids that try to cover uncertain costs of an under-defined project.

When choosing a manufacturer and consultant, be sure that they have experience with recreation and athletic field lighting. Ask for references or visit other companies which have purchased similar lighting systems. Most importantly, make sure that your manufacturer is willing to tailor a system to meet your employee program's needs.

INSTALLATION AND FINANCIAL OPTIONS

The method of completing a lighting project depends on your company's capabilities. One way to get the project into your budget is to use volunteer installation. If your company has available use of a boom truck, electrical contractor on staff or community member or employee who is willing to donate time, this method could be a wise way to save money.

An appealing option for companies on a limited budget is to lease the lighting equipment. Many manufacturers offer leasing and rental budgets. Assessment of user fees is another increasingly popular method of financing capital improvements and operating costs of lighting equipment.

A turnkey bid that includes both purchase and installation equipment probably means less hassle for you and your company and may result in longer warranties of the equipment by the manufacturer.

By examining the typical operating costs of lighting a softball field (financed over a five year period with user recovery), many companies realize that their costs are well-rewarded.

A 280 foot softball field with twenty-four 1500 watt metal halide fixtures would have a \$6,700 annual cost on a five year payout. Assuming that you have a 12 week season with five nights per week usage, four games per night and 15 players per team, your per capita cost on a five year payout would be only 93 cents per player, per game. Isn't a healthy, more productive employee worth this minimal cost?

Lighted facilities could spark a bright future of opportunities for your employees. With lighting, the sun will never set on your company's fitness and recreation program.

Jeanie Bieri is marketing manager for Musco Lighting, Inc., an associate member of NESRA.

ALTERNATIVE FACILITIES

*Just beyond your company door,
there's an endless world of
programming possibilities.*

by June Cramer, editor

It's happening on the city streets and sidewalks, along the lakes and at local church halls, in public parks and private pools. They're doing it without big budgets or fancy facilities. They're doing what at one time was deemed impossible.

What's so remarkable, however, is not what they're doing, but *how*.

Today, all over the country, companies that lack the space or finances to provide corporate-owned recreation facilities are affirming their commitment to employee fitness and wellness by turning to alternative, off-worksit facilities.

Alternative facility programming can be as simple as organizing a company jogging group that runs along city streets after work, holding a book discussion club meeting at a local library, or subsidizing employees' membership in private fitness clubs and facilities. Or, it can be as sophisticated as tapping into a local health spa's wellness program by contracting a twice a week,

six month course on nutrition and healthy lifestyles.

Regardless of the scope, offsite facilities are a means by which companies can reap the benefits of an employee recreation and fitness program. Without taking on the costs of a corporate-owned facility, companies stand to gain higher productivity, improved employee morale, lower turnover, reduced absenteeism and better management-employee relations.

"Just because a company doesn't own its own facilities does not mean that they cannot provide their employees with a sound recreation and fitness program," contends Mary Kennedy, manager, personnel services, at the National Bank of Detroit.

"There are a wealth of opportunities outside the workplace," she adds. "Using offsite facilities is an excellent way for companies to show their employees that they are concerned about their health and well-being."

Alternative Facilities

SOLVING THE DILEMMA OF URBAN PROGRAMMING

According to figures provided the United Nations, the world's population is estimated at 4.5 billion. Of these, approximately half or 1.9 billion live in urban areas. As this current trend toward urbanization continues, a growing number of companies will have to contend with congestion, lack of expansion space, fewer neighborhood parks and recreation facilities, and employee decentralization.

For employee services managers, the implications are far reaching. Innovative views in programming and development must come forth if companies are to serve their employees.

"Companies located in metropolitan areas and business districts face unique programming difficulties," points out Mary McLay, human resources officer at LaSalle National Bank in Chicago. "We are limited in space, and our employees are scattered across the city. If an employee has to go home after work and then drive all the way across the

city for a softball game, he's just not as likely to participate."

Offsite facilities can help employers combat such problems. Recreational activities can be held at various sites within a city, depending on employees' interests and needs. If most of the tennis club's members live on the north end of a city, their matches can be held at north side courts, while at the same time the gardening club can meet at a local gym on the city's far west side.

Perhaps the greatest benefit of offsite facilities is their flexibility. Employee services managers can choose the location and type of facility that best fits present programming needs. As those needs change, so can the choice of facility. Seen in this light, offsite facilities are far from restricting. In fact, they can open the door to a whole new world of programming possibilities.

A SMALLER PRICE TAG

The costs of a recreation and fitness facility can be quite high. Construc-

tion, staffing, maintenance, scheduling, supervision, instruction and repairs can reach \$50,000 by year's end. But by sharing or renting offsite facilities, companies can provide their employees with equal or in many cases higher quality facilities for only a fraction of the cost.

"Not every company can afford a multi-million dollar facility," says Kennedy. "Offsite facilities are great for companies on a tight budget because they're very cost-efficient. We wouldn't use a certain type of gym or volleyball court often enough to justify the expense of building one. This way, we only pay for whatever facilities we use, whenever we need them."

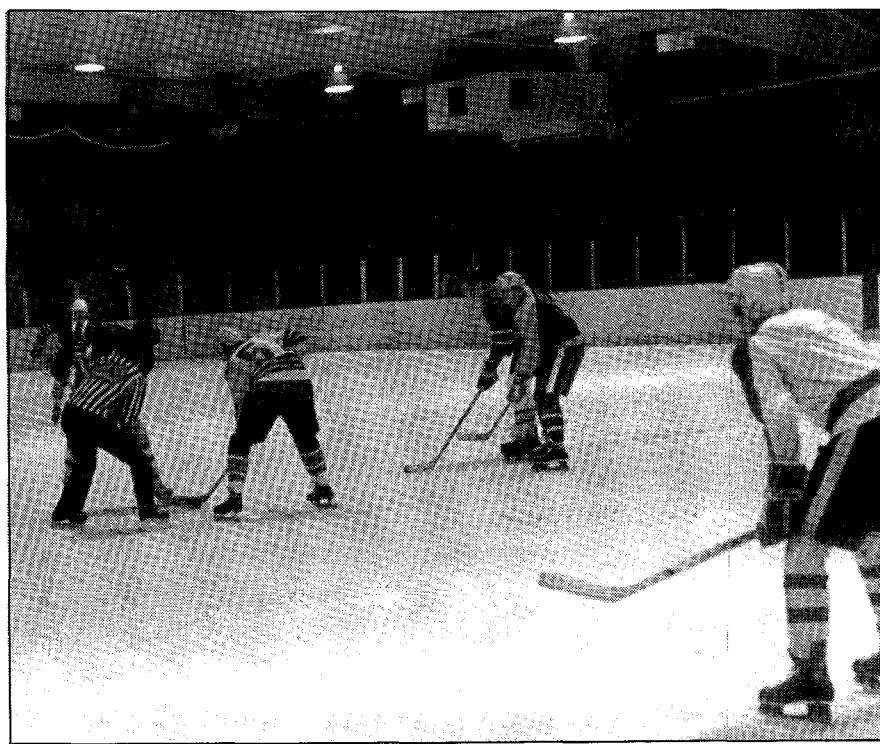
For many companies, offsite facilities offer the best of two worlds. On the one hand, they are less expensive than building an onsite recreation facility, yet at the same time they offer the same payoffs in terms of greater productivity and higher workforce morale.

"It is definitely worth the effort and expense to find an offsite facility and pay the rental fees," contends Karen Harrigan, public affairs assistant at Washington National Insurance Co.

"Our employees are very important to us, and they really appreciate our fitness and recreation programs," says Harrigan. "I think that employee services and recreation programs are one of the benefits that attract employees to a company and make workers more loyal."

SHARING EXPENSES

To alleviate the high costs of facility rental fees, many companies are sharing the expenses. For instance, six member companies of the Michigan Employee Services and Recreation Association (MESRA)—Stroh Brewery, Ford Motor Company, National Bank of Detroit, Michigan Consolidated Gas, American Natural Resources and Michigan Bell—have started an employee hockey league. By splitting the high costs of renting an ice hockey arena, these companies provide their employ-



Members of the Michigan Employee Services and Recreation Association hold an employee hockey league at a private arena and split the rental costs.

ees with an excellent facility and program which they could never have financed on a single budget.

"A smaller company probably could not afford to start a whole hockey league and rent a facility," says Kennedy, "but they can afford to sponsor one team. By joining forces, employees also get a chance to socialize with workers from these other companies."

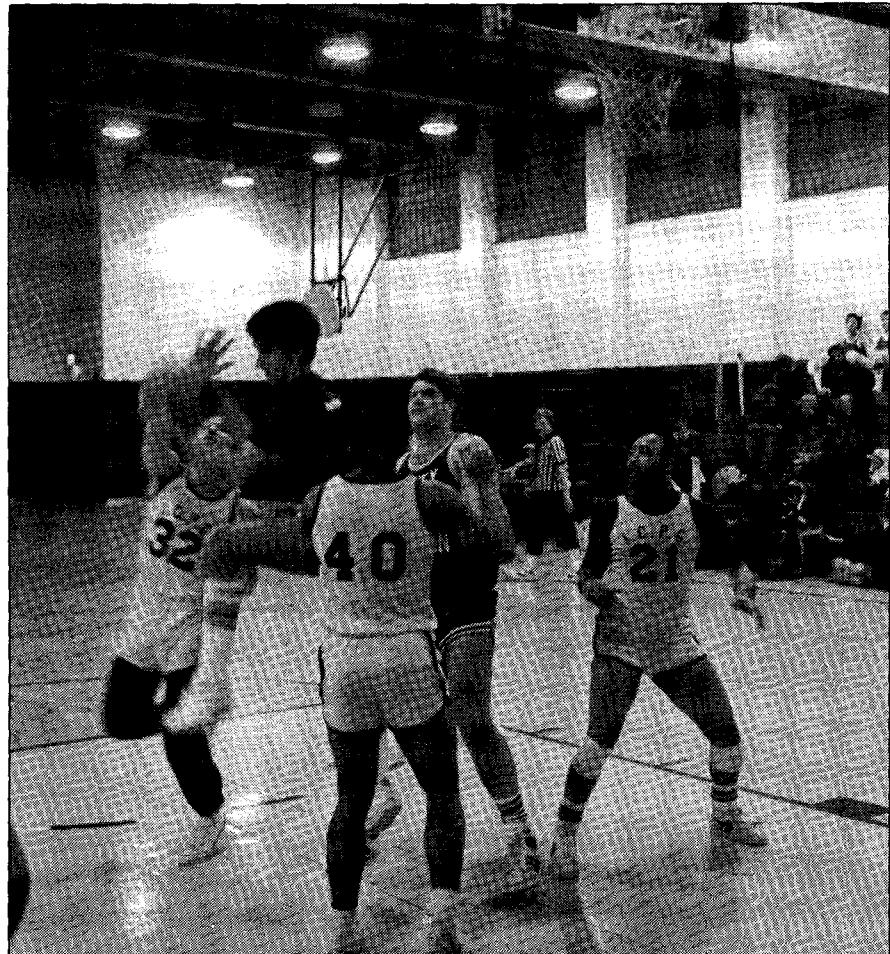
Combining efforts with other companies in your area or other members of your NESRA chapter or region is one way to expand programming opportunities while reducing facility expenses.

PUTTING MOTHER NATURE TO WORK

One of the most convenient—and least expensive—offsite facilities is often the one that is most overlooked. Every employee services manager should consider putting Mother Nature to work in an employee recreation and fitness program. No matter where your company is located, Mother Nature's facilities can be used at least part of the year. Basketball, tennis, softball, golf, skiing, swimming, gardening, boating, running, baseball, aerobics, cycling, and soccer are among the many employee programs that adapt easily to outside facilities.

"We here at The Peoples Gas Light and Coke Company have the most beautiful recreation facility right at our fingertips—the city of Chicago and its magnificent lakefront," says Frank Chico, senior personnel representative.

Companies such as Peoples Gas long ago learned the benefits of using off-site, outdoor facilities. Washington National Insurance employees, for example, gather at the lakefront during lunch hour to run together. A company jogging club can use city sidewalks for their running track; the photography club can rely on the scenic beauty of nature for their next outing; even the company dance can be held outside. There is no limit to the programming possibilities.



Local school gymnasiums are a reasonable alternative for companies that do not own their own facilities.

THE LOCAL Y

Another appealing option for companies without their own facilities is to tap into the local YW/YMCA. Located all over the country and in most inner cities, YMCA's are often as well equipped and staffed as an expensive private health club.

"We have found that YMCA's are usually more reasonable than renting a gym or other private facility," notes Harrigan. "In addition, they're often easier for employees to get to."

The YMCA's "Partners in Health" program is a comprehensive group of physical and non-physical programs designed to help employees improve fitness and overall well-being. Some of the classes offered include physical fitness conditioning, nutrition and weight management, physical fitness through water exercise, and stress management.

"We offer high-quality, yet inexpensive programs," says Rich Escutia,

assistant executive director of programming at the McGaw YMCA in Evanston, Illinois. "We have a national network through the YMCA, so we can accommodate large corporations with locations in different states.

YMCA's can provide programs on company premises, at the YMCA itself, or at a third location such as a church, American Legion hall, or school.

An added benefit when working with a local Y is that they actually do all the work for you. Corporations can feel secure about safety because employees are covered by the YMCA's liability insurance.

"Our instructors are trained in our national program," says Escutia. "They're professional physical fitness specialists."

"After all, that's our business," he adds. "We've been experts in recreation and fitness for many years."

PROGRAMMING IN THE PARK

Yet another source of ready-made

Alternative Facilities

programs, staff and facilities is your local park district. Many companies, such as The Peoples Gas Light and Coke Company and the First National Bank in Chicago, hold regular company tournaments on park district grounds.

"We feel that companies pay taxes, and that we have an obligation to provide recreation for them," states Jerry Bauer, assistant director of parks and recreation in Schaumburg, Illinois.

Local park districts offer programs such as aerobic dance classes, "art in the workplace," traveling theatre troupes and fitness consultation. Because of their extensive budgets and facilities, local park districts can meet a variety of corporate needs and can even begin new programs to suit employee interests.

"In the past we have offered a shuttle bus from the worksite to the park facilities," explains Laynnna Ross, arts and special projects supervisor for the Schaumburg Park District. "You will find that local park districts are very eager to cooperate with corporations and meet their programming needs."

OTHER ALTERNATIVES

"Everyone looks at the most obvious places," argues Kennedy. "By checking into alternative facilities such as grade school or parochial school buildings, you can save a lot of money."

Harrigan concurs: "A grade school gym is often smaller than a high school gym, but you can save up to \$20 an hour."

Perhaps the most important point to remember when considering alternative facilities is to be creative. There is a wealth of recreation and facilities just beyond the workplace that is just waiting to be explored. Hospitals, zoos, shopping malls, banquet rooms, churches, hotels, raquetball and health clubs, bowling alleys, restaurants and day care centers are just a few options.

"The nicer you are, the more vendors and facility owners will go out of their way to help you," emphasizes Kennedy.

CHOOSING AN OFFSITE FACILITY

Location. "Try to find a facility that is centrally located so that it is easily accessible for all employees," recommends Chico. "If our golf tournament is held on the south side one summer, we try to have it on the north side the next year. This keeps everyone happy."

Kennedy agrees: "When we run a program, we like to have the maximum number of employees participate in it. Choose your site with this in mind and vary your location from year to year. People like that."

Another point to consider is transportation. Offsite facilities that are located near public transportation, highways and ample parking allow easy access for employees. Remember—even the most beautiful recreation facility is worthless if your employees cannot get there.

Safety. "One of the hats I used to wear was that of safety advisor, so I realize that carefully inspecting an offsite facility is a must," says Chico. "Look for potential safety problems and hazards, such as adequate spectator seating, fire exits, sprinkling systems, or torn carpeting."

"Although you might think 'a gym is a gym,' we have learned from experience that it's not," says Kennedy. "You can never be too careful. If a basketball net isn't suspended correctly, it can fall and one of your employees can get hurt."

Checking into liability will minimize all risks. Will your company's insurance policy cover accidents? What is the facility's coverage?

References. The best guide to a good, dependable facility is simply word of mouth.

"Get recommendations," Kennedy advises. "Ask for references. Call other companies that have used the facility. Find out if there were any problems, if the facility was always clean, and if it was open when it was supposed to be."

It's also advisable to talk directly with anyone you'll be working with—even maintenance people and custodians. Set all agreements, such as when the facility will be opened, fees and what equipment is available, in writing.

Rental fees. "If you shop around, you can find a good deal," states Kennedy.

Closed down schools and parochial grade school gyms often offer some of the best prices. Using a facility during off-peak hours can also help save money.

Staffing. Local Ys and park districts usually have their own instructors and staff, but a high school gym or a neighborhood hall probably does not. Employee services managers should have at least one staff member on site, preferably someone who is trained in first aid and CPR.

Contrary to what many may claim, it is possible to provide employees with recreation, cultural and fitness opportunities without elaborate facilities. The key is management support and a commitment to employee welfare.

"Even with a multi-million dollar facility, unless a company really believes that employee recreation will improve their productivity, nothing will be accomplished," argues Bauer.

Any formula for a successful employee recreation and fitness program requires hard work and dedication. Using offsite facilities should not be viewed as an obstacle, but as a stimulus for discovering new programming opportunities.

"People can do anything they want to do," emphasizes Kennedy. "Employee services managers must have good attitudes and be willing to give 200 percent. Never say you can't."

When you use city sidewalks, public parks and private facilities for your employee programs, you bring the much-needed human element back into your programming and demonstrate to the neighboring community your company's commitment to its employees. ☑

S.O.S. For Family Stress

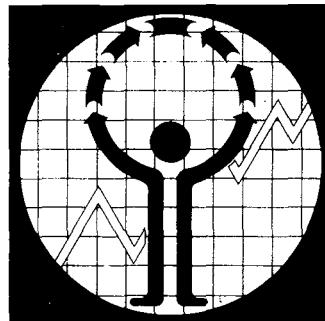
Everywhere you turn today it seems the overriding favorite subject of every pseudo-psychologist writer is stress. The headlines are filled with buzzwords such as "the silent killer," stress management, relaxation techniques and executive stress. But by emphasizing stress and its effects on the working man or woman, these popular articles may be failing to recognize one of the leading sources of stress in our lives: the family.

While the family is a significant cause of stress in today's society, it can just as easily be turned into a reducer of stress. First, let's examine the family and how many of the things so often written about the working man or woman also apply to the family unit. For the most part we are treating a family as a married couple with a number of children all living under the same roof. However, the stressors and techniques to relieve that stress will also apply to couples without children, single parent households and single people who will someday be a part of this type of family unit.

CAUSES OF FAMILY STRESS

The first step in relieving family stress is to identify those factors that most affect the modern day family unit. The list will hold no surprises after giving it some thought: financial concerns, the sexual relationship, children and elderly parents have been found to be the leading causes of stress for the family. The overall common denominator which has the greatest effect on these stressors is the ever increasing situation of dual careers and dual incomes.

The primary result of two-income households is that the working couple lacks time for family involvement. Working couples tend to spend what time they do have "catching up" and



The primary result of two-income households is that the working couple lacks time for family involvement.

concentrating on chores that were not done at a specific time due to work schedules or other conflicts.

Assuming that quality time with the family is indeed a priority, it is this time that needs to be rescheduled. If you find this dilemma to be true within your own family, there are several things you can do to alleviate this time crunch and the stress it causes:

- Enlist neighbors and friends or your parents for assistance with the children, car repair and transportation. Reciprocate whenever possible.
- Hire someone to do routine chores like cleaning the house, mowing the lawn or shoveling snow so that you have more time to spend with the family.
- Make a concentrated effort to control family events rather than just let them happen. Then evaluate the event after the fact.
- Schedule vacations, holidays and weekends away from relatives,

friends, and neighbors to allow time for the family to be together. Include the family in the planning process.

- If necessary, schedule time to be together and talk about any subject. It's hard to imagine scheduling "meetings" within a family that is supposedly together much of the time. What often happens in a typical family, however, is that members become involved with activities that do not include the rest of the family. The result: a need to schedule time together arises.

THE PROBLEMS OF PARENTHOOD

As a parent, it is sometimes difficult to relate to a child's stress and how he or she deals with it. Obviously, stress in adults has a lot to do with the changes that take place within a given time and how we deal with those changes. Assuming the same holds true for a child or adolescent, imagine the increased number and frequency of changes that a child goes through as compared to an adult. The child grows through infancy and experiences many outward physical changes. Shortly thereafter internal body changes occur in puberty and adolescence. Through all this comes the ever increasing social pressures from our education system, among others, and it is no wonder we see the drastic highs and lows and changes in mood in our young people today. They do experience stress!

The parenting cycle occurs in three stages. The first stage is union, when the parent must satisfy every need of the child. This is followed by independence, a time when the parent must let go and allow the child to be independent. Finally, the family experiences a reunion as the children estab-

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lish relationships and families of their own. By recognizing these changes in the family cycle, a parent can relieve stress and help the whole family to adjust.

HOW TO COPE WITH FAMILY STRESS

In the field of stress management, interventions are defined as activities that you can use to better deal with stress, no matter what the origin. The following interventions should be learned by the whole family to help cope with stress.

□ Eliminate Unnecessary Stressors. Make a list of the things during the course of a day, week or month that distress you the most. Keep in mind that the old axiom "I need a vacation" may not be the answer to eliminating stress. Vacations are oftentimes more stressful because of the change involved.

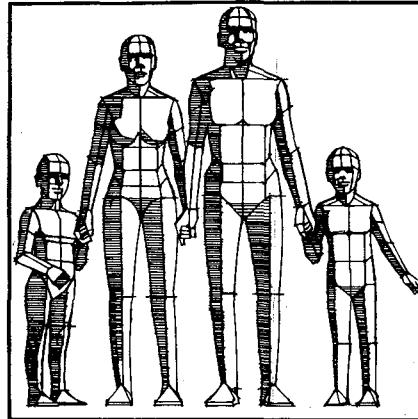
□ Smell The Flowers. The old axiom of "getting there is half the fun" applies to interventions. Except where absolutely necessary, eliminate the routines of your life. The sameness of daily routines desensitizes us to the experience. Something as simple as changing your route to work once a week or planning a new family activity can reduce a stressor.

□ Assert Yourself. Find the proper balance of being assertive enough to satisfy your own needs while maintaining good interpersonal relationships with the rest of the family. If you are unassertive, chances are you are not satisfying your needs, and those needs become stressors. A lot depends on not what you say but how you say it if you're going to be an effective, assertive person.

□ Resolve Conflicts. How effective you are at resolving conflicts will often determine the number and intensity of stressors you will experience. Develop techniques of effective listening, supporting another's statements, compromising and negotiating. Con-

flicts must be resolved in a short period of time to your satisfaction in order to reduce your stressors.

□ Develop Social Support. The social support strata that you can develop is a protective factor in preventing or reducing stress. The important factor is realizing the need of the support and overcoming the fear of depending upon or needing someone. Show your family that you care and that you need them.



Becoming a part of the family unit should be treated as a growth producing and learning experience, as opposed to a responsibility and sacrifice.

□ Build Self-Esteem. Self-esteem is a learned condition. We learn from how people react to us; how we are judged by parents, teachers, peers and supervisors. Building successes also builds self-esteem. We've already talked about assertiveness and resolving conflicts. Without self-esteem it would be very difficult to effectively resolve conflicts, for you would lack confidence in your own opinions and decisions.

□ Find a positive side of a negative situation. To every side of a stressor there is a bright side if you can look for it. For every airport you wait in there is that letter you meant to write months ago; for every computer that's down there's the chance to proofread one more time; and for every copier that's jammed there's a tech rep right around the corner.

□ Regular Exercise. Physical release or exercise, whether it be walking, running or swimming, provides us with an excellent outlet in times of tension and built up emotions. Exercise enables us to use the three stress by-products (increased heart rate, high respiratory rate and muscle tension) in a positive manner. Regular exercise allows us to divert our attention from the stressor to the exercise we have chosen.

Actually, if you look closely at the things you can do to alleviate stress within the family unit you can relate each of these to an aspect of your job. On the job you 1) prioritize your time commitments, 2) seek help or delegate tasks that are of a lower priority, 3) plan your time and control the piece of the organization that you are responsible for, 4) include your peers and subordinates in the decision making that will affect their work lives and 5) schedule meetings to be sure the time is taken to solve or uncover a problem. By employing the various stress management techniques, you can eliminate stress both at home and on the job.

Whether it's being a partner in a marriage or being a parent, the task is not an easy one. Becoming a part of the family unit should be treated as a growth producing and learning experience, as opposed to a responsibility and sacrifice. It becomes a lot like your job . . . you'll only be good at it with adequate training, effort and experience.

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The Art of Delegating

by I. Thomas Sheppard, Ph.D.

Delegation is the best time-management tool available to a manager. It is important at every level in the organization, and should be learned thoroughly by everyone who wants to be a successful boss. But over and over again, we hear and see the horror stories of the manager who cannot delegate.

A typical example involved the president and chief executive officer (CEO) of a medium-sized savings and loan organization in the Southwest. A short time after his appointment to the post, there was not one senior vice president in his organization who would make a decision. Every problem that reached their desks was referred, in various ways, to the chief. They waited for his pronouncements in every area of their responsibilities before they would take any significant action. They became masters of stalling, obfuscation and plain inactivity. They learned to excel at paper shuffling, recordkeeping and points of protocol to keep themselves and their staffs busy. All of this was because it was evident that the boss, while protesting heartily about his own workload, would not allow anyone to take action until all problems were laid before him for his decisions.

Over the years, managers with initiative and drive left this company as they discovered that their attributes were considered liabilities. Promotions were reserved for the ritual keepers who carefully learned all of the chief's policies and procedures, rules and regulations, and most important of all, his prerogatives in all decision-making situations.

This organization, centered wholly on the energy of one man, became inflexible, ponderous and slow to react. There was no proactive element to its management strategy that sought to anticipate future conditions. Entropy, as it inevitably does, caused the company

to slow, then falter, and finally to succumb to the latest economic downturn. It has since been taken over by a larger organization, and the former president is now just that—former.

Delegation is the best time-management tool available to a manager . . . and should be learned thoroughly by everyone who wants to be a successful boss.

In another instance, the vice president of a *Fortune* 500 corporation had a master's degree in business administration and regularly attended various management seminars designed to keep him current with the latest techniques. He stated his position as an advocate of decentralization and delegation at every opportunity. His catch phrase to subordinates, "That's your problem, deal with it," was heard often in his department.

At first his people believed him, but it wasn't long before his nonverbal messages bespoke his true feelings. His subordinates eventually began to refer to him as "the helicopter" because, like that aircraft, he could hover in one spot seemingly for hours, always near the subordinate assigned the department's hottest project. In one outrageous hovering incident, he kept tabs on a subordinate even through trips to the men's room.

This executive's propensity to "keep in touch" was really a fear of letting go. He felt he was better qualified to

do the job than was the subordinate to whom he delegated it and that the subordinate lacked the experience of having done a similar job.

This executive is actually robbing himself of further advancement in the corporation. He is not preparing his younger managers to take responsibility. He is not training them in decision making. He has not groomed possible replacements to free himself for promotion. And he is establishing a reputation for saying one thing and meaning another.

The employees with initiative are avoiding assignment to this department, and those in the department are looking for ways out. Our vice president, while reducing his anxiety and tension by keeping tight reins on everyone, is also unwittingly reducing his own future prospects as well.

THE OTHER EXTREME

The other side of the problem is represented by a young, fresh-out-of-college management intern in a large Texas construction firm. His approach to delegating could be more correctly called "off-loading." He takes every task assigned to him and off-loads it on his subordinates. He gives orders with the assurance of a drill sergeant and uses his position to pass along all of his work to the people in his section. He prides himself on being an expert administrator because his subordinates accomplish all of his responsibilities. The "free" time that he makes for himself in this manner is spent soliciting more projects for his section. "After all," he says, "we're the best, and we can handle anything!"

His youth and inexperience are saving him for the moment because his subordinates are doing his work and hoping that a change will come about as he matures. But since human nature

MANAGER'S MEMO

decrees that behavior that is rewarded tends to be repeated with increasing frequency, he will have to have a real incentive to change before their hopes will come true.

DISSECTING DELEGATION

The act of delegating is deceptively simple. There are four basic steps to the process of delegation.

1) Selecting the subordinate. Who has, or can obtain, all the necessary data to do the job? Does he or she have the capability of dealing with the problem? Can you honestly expect a high probability of success if this person gets the assignment?

2) Agreeing on the final outcome. Time spent here is well used. There must be a complete understanding of the desired objectives by all parties, and an explanation of how these objectives will be measured. But the specifics of how the task will be accomplished should be left to the subordinate, as long as they fall within company policy and guidelines.

3) Providing the authority and the means to accomplish the task. The challenge here is to assure that the individual gets enough authority to get the job done, but not so much that it upsets the equilibrium of your department. Define the area in which the subordinate has the freedom to act on his or her own, and provide enough money, human resources and time to get the job done. Define the coordination you expect and be sure all concerned are notified of the project. If disciplinary powers are delegated with the project, be sure they are crystal clear and known by all.

4) Monitoring the project. Checking the task rather than checking on the person to whom you have delegated the task is a technique a good delegator must learn. This subtle difference goes a long way in developing trust and growth in your subordinate. Use a regular schedule of progress reports and meetings that apply to all your projects. By all means, move about your department with your eyes and ears open, but concentrate on finding strengths and successes and not on ferreting out small

weaknesses and failures. You are in the process of building trust and confidence, and this calls for concentrating on the positive aspects of your human resources.

... delegating . . . can provide the climate of mutual trust and growth that nurtures each employee's motivation.

The relative ease with which we can dissect the act of delegation should not minimize its complexities. This problem has been with us a long time and we are still trying to get it right.

WHY DELEGATE?

The benefits of delegation are two-fold. They help the manager who delegates, and they are crucial to the development of his or her subordinates. The overall strength and efficiency of the organization is enhanced.

Let's examine the benefit of the delegator first. Successful managers are paid not only for their administrative capability, but for their innovations and influence. They are expected to handle the routine activities of their departments with aplomb and to keep the wheels turning smoothly even during unexpected difficulties. But the real measure of their potential value to the organization is in their creativity and their ability to get things done through other people.

Time to hone these two elements can be made through successful delegating. Cutting down on your subordinates' demands on your time and insisting that they bring you solutions rather than problems can be a boon to your career. By providing yourself with blocks of

subordinate-free time, you can give yourself opportunities to think, ponder and plan. If you want to progress, you must demonstrate that you can do more than you were hired to do, to think beyond the boundaries of your present position.

In conjunction with creativity, you must also display the means of carrying out these innovations smoothly and with as little friction as possible. Your influence, coupled with people skills, are important here. The act of delegation illustrates confidence in your subordinates and your trust that they can do the job. By keeping performance standards high and letting people know that you truly expect them to be successful in meeting those standards, your influence will grow beyond your domain. Success breeds success, and you will be sought after as a winner who produces winners.

The other aspect of delegation benefits the subordinates. If they learn that you believe in them and that you will provide opportunities for growth and recognition, they will rise to meet your expectations. Your insistence that they face each challenge, that they learn to define problems accurately, search for the root cause, find the best possible solution and present it to you with their plan of action, is the best managerial training they can have.

The act of delegating can broaden your subordinates' skills and experience. You can make them more valuable to themselves and to your organization. You can provide the climate of mutual trust and growth that nurtures each employee's motivation. Can you imagine the efficiency and productivity of a department wherein each and every member deals with problems as if they were his or her own, strives to meet the highest standards and feels like a winner?

O'TOOLE'S LAW

Murphy's Law says that if it can go wrong, it will go wrong. O'Toole's Law says that Murphy was an optimist! So what can go wrong when you delegate? Quite a lot, actually, but don't give up hope.

MANAGER'S MEMO

The first step along the road to being a successful delegator is to realize that everything will seldom be easy, perfect and completely to your liking. Remember someone else is going to do the job, and you are going to let him or her take the hurdles by him or herself. Of course, there will be mishaps and disappointments, but they come with the territory, and properly managed they give us growth—in ourselves as well as our subordinates.

As a manager, your trust is up front when you delegate. Don't be surprised if you have mixed feelings even about your most capable lieutenant—if he or she fails, your judgment is called into question, but if he or she succeeds too well, your own job security might be threatened. These ambivalent feelings are not unusual, and they are simply one more thing you must deal with in a managerial arena that is already filled with doubt, ambiguity and stress.

Your subordinate will also have his or her share of fear: fear of failure, fear of loss of approval, fear of the unknown. But the only way to progress is for both of you to accept these misgivings and begin the process. A helpful analogy can be to remember that kites don't rise with the wind, but against it.

DON'T DELEGATE ALL

In *The Practice of Management*, Peter Drucker sets forth areas of "executive action" that are management responsibilities that should not be delegated. Described below, they provide a helpful and effective guide for managers who want assistance in this area.

• **Setting objectives for the department.** While subordinates are encouraged to devise their own objectives within the overall plans of the department, the department's objectives are the responsibility of the department head.

• **Organizing employees into an efficient team.** Developing smooth teamwork within the department is an activity crucial to the overall departmental success and thus must remain a function of the chief.

• **Motivating and communicat-**

ing.

Motivation is intrinsic to the individual, but the manager provides the climate that helps it to blossom. By providing recognition, opportunities for achievement and growth, and designing jobs to foster these conditions, the manager, in essence, is motivating.

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liking.**

Communication, which must include listening to employees, is also a necessary activity within the manager's responsibilities.

• **Checking and analyzing results.** This element of the control function is a major managerial activity and can only be accomplished through monitoring the system. This does not imply lack of trust. On the contrary, a good control system allows for even more delegation since corrections can be routinely fed into the ongoing process without shocking the system. The National Aeronautics and Space Administration reports that its manned moon rockets were actually off course more than 80 percent of the journey, but constant checking and analysis allowed for the corrections that brought the space-craft down right on target each and every time.

• **Developing subordinate job skills in routine decision making.** This, of course, is a reference to delegating and reinforces the point that delegating is an exclusive and ultimate responsibility of the manager, and responsibilities cannot be delegated away.

Sometimes an off-the-cuff self-appraisal of your capabilities as a delegator can be misleading. Most managers like to think they are doing well in this vital management function. Here

are some exercises you can try to obtain a realistic view of your rating.

Draw up a list of the job responsibilities you would leave behind if you were to suddenly leave your job. Next, list the subordinates qualified to take over each of those responsibilities. If there is no one ready to take over a particular responsibility, leave a blank space. When the list is complete, add up the blank spaces and see what kind of a department you would leave if you were suddenly out of the picture.

Are you happy with what you see? Are those blank spaces representative of the shortcomings of your subordinates, their inexperience, or your own fear of being something less than indispensable? Answer each question honestly.

Draw up a list of duties that could be delegated but have not been. Write down the true reasons you have not delegated these duties, and be sure to burrow down to the root cause.

And, finally, from your position as a subordinate to your own chief, jot down a list of his or her duties. Which of these could be delegated to you, but are not? Devise a plan to make it easier for your boss to delegate these duties to you. What would you have to do? What would you have to change? When are you willing to begin?

These are tough questions indeed, but you'll need the answers often as you move through your career. Good delegators will always have an advantage in the organization because they will always have advocates both below and above them in the hierarchy. Their subordinates will relish the opportunity for experience, growth and recognition, and their superiors will value the people skills, integrity and creativity that delegation helps display. This is an enviable position to be in, so why not start today to become the best delegator you can?

I. Thomas Sheppard, Ph.D., is associate professor of management and international business at the University of Texas, El Paso, Texas.

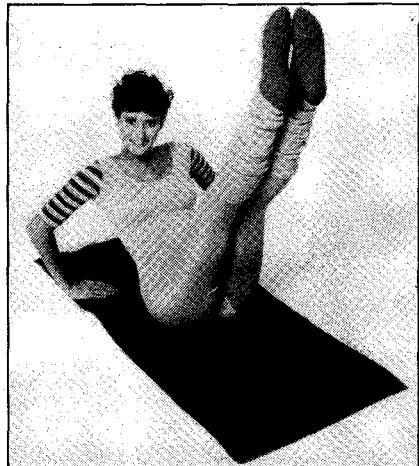
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NEW PRODUCT AND SERVICE GUIDE

Exercise On The Go With Velvet Mat

A lightweight, portable exercise mat for the "on-the-go" fitness enthusiast has been developed by Sentinel Fitness Products, a division of Packaging Industries Group, Inc.

Called the Sentinel Velvet Mat™, it combines a rugged, resilient polyethylene foam backing with a cushiony fabric exercise surface to provide maximum shock absorption and comfort during vigorous workouts.



Sentinel Velvet Mat™

The Velvet Mat weighs less than one pound and rolls up for easy handling and storage. It has a handy shoulder strap and double-stitched reinforced edges.

More details are available by writing Sentinel Fitness Products, Division of Packaging Industries Group, Inc., 130 North Street, Hyannis, MA 02601 or phoning toll free at 1-800-323-5005.

Discover The Beauty Of Austria

Austria, the land of all seasons, is also the perfect destination for your company's next incentive program or out of the country meeting. The Austrian Marketing and Travel Service Ltd. and Priority Travel invite NESRA members to come explore this fabulous country's scenic opportunities and to share the experience of creative and personalized recreational offerings.

With thousands of miles of downhill

and cross-country trails, Austria leads the world in the number of different ski areas to choose from. Apres ski life and "Gemuetlichkeit" go hand in hand.

As the winter snow melts, the rivers, streams and forests become the natural habitat of fish and wildlife, and the valleys become alive with the beauty of nature. Fishing, mountain climbing and hiking are all part of the exciting activities available to NESRA members. For the more adventurous, there is hang-gliding, water-skiing, back-packing, horseback-riding, canoeing and windsurfing.

The "Sound of Music" country lives up to its name—the hills are truly alive with song. After swimming in Austria's magical waters, walking over its well-groomed trails and sampling its traditional foods, you may never want to go home!

Hannelore Leavy, president of Austrian Marketing and Travel Service Ltd., is working closely with Priority Travel Inc. to assure NESRA members of the best services and group prices. Bookings through your local travel agent or corporate travel advisor are always welcome.



The hills come alive in Austria

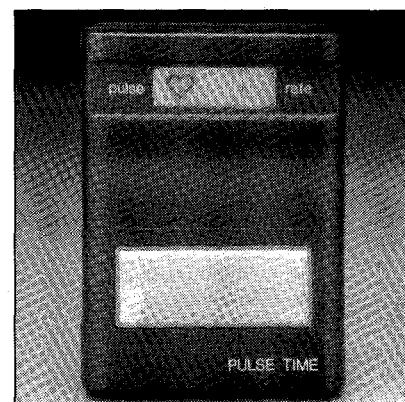
For more information, contact Priority Travel Inc., 1450 Broadway, New York, New York 10018, Attn: Group Department.

Pulse Time: The Healthy Way to Monitor Fitness

The Pulse Time Heart Rate Monitor,

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To order a Pulse Time Heart Rate Monitor, contact Biometric Instruments, Inc., 4040 Del Rey Avenue, Marina Del Rey, California 90292, (213) 822-9796.

The NESRA

NETWORK

Associated Industrial Recreation Council/Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 827-0497.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month. Contact Randi Lomis—(216) 692-6460.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Leroy Hollins—(303) 977-6750.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact William F. Osterloh—(618) 258-2905.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Mary Smith—(602) 894-4257.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Jim Christian—(619) 586-3578.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

CONFERENCES & EXHIBITS

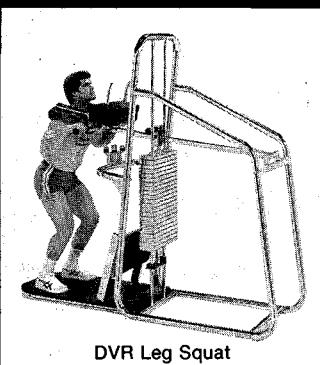
The 1985 NESRA Conference and Exhibit will be held May 1-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

November 15-17, 1984. NESRA Region III Conference and Exhibit. Drake Oakbrook, Oakbrook, IL. For more information, contact NESRA headquarters at 312/562-8130.

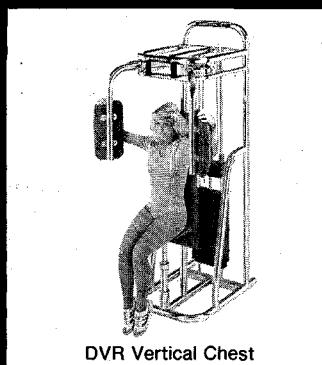
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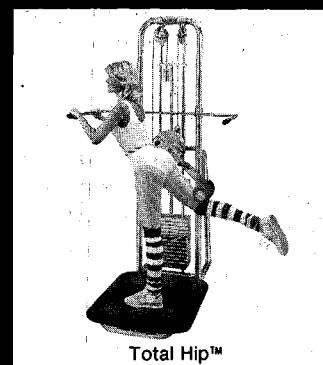
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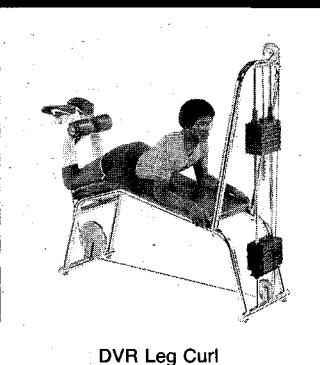
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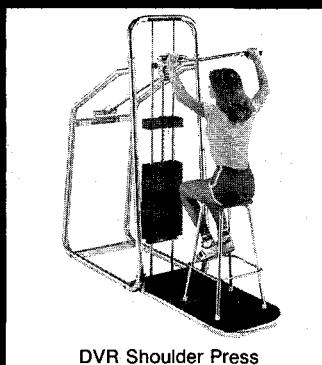
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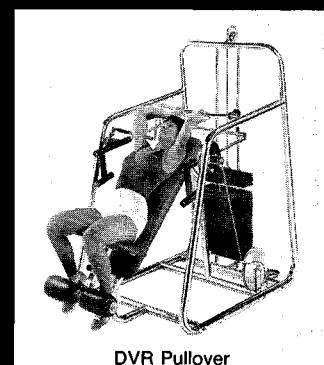
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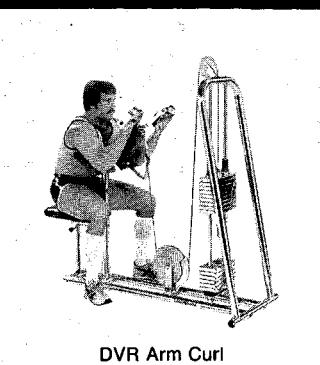
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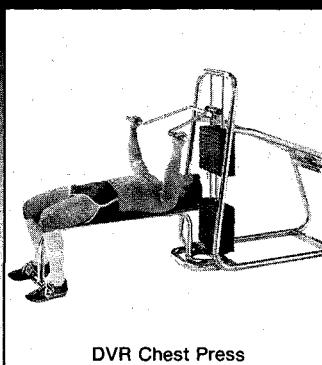
DVR Leg Press



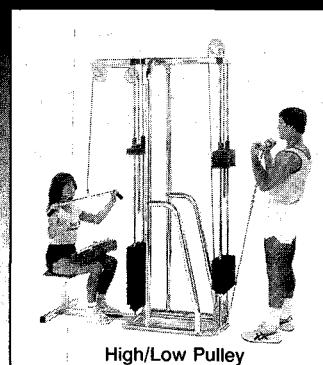
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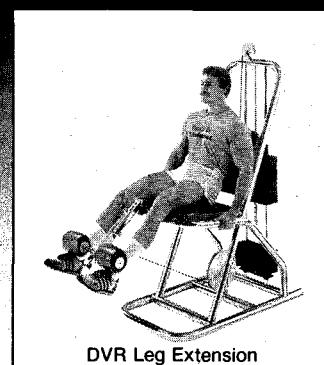
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Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

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At the 44th Annual Conference and Exhibit of the National Employee Services and Recreation Association, "Employee Services and Recreation—A Beacon to the Future," May 1-5, 1985, in Boston, Massachusetts.

EMPLOYEE SERVICES MANAGEMENT

Volume 27 • No. 10

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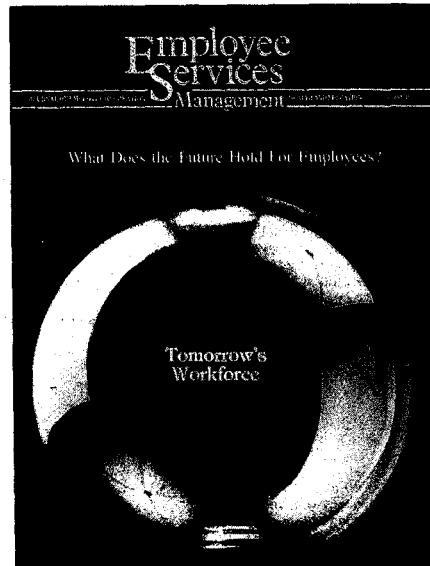
The earth moves a full revolution every 24 hours.

But revolutions in the workplace are coming at an even faster pace.

In order to help employee services and recreation managers prepare for "Tomorrow's Workforce," this month's cover story, ESM takes a look into the working world's "crystal ball" and uncovers some revealing insights about the workplace of tomorrow.

And while looking into the future, we interviewed NESRA's new president, Leroy Hollins, recreation and employee services program director at Martin Marietta Aerospace, and learned of his plans for 1985 as he takes the helm of the association. To take a glimpse at the future of employee services and recreation, readers can find out more about this fast-growing field from the results of NESRA's 1984 Biannual Survey.

Finally, to assist employee services and recreation administrators in their present and future planning, we've published the 1984-85 Buyer's Guide and Services Directory, featuring more than 150 NESRA Associate members.



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Outplacement Growing

Faced with layoffs at all levels, a growing number of corporations, including most *Fortune 500* companies, are using outplacement firms to help former employees, according to Right Associates.

Companies hire outplacement consultants to help terminated employees find positions elsewhere. The consultant meets with management to discuss and prepare for the employee's termination. After termination, reports Right Associates, the outplacement consultant is available to help the employee obtain a new job.

In another report, the Chicago-based outplacement firm Challenger, Gray & Christmas, Inc., notes "that more and more companies are offering outplacement to employees at all levels, not just the higher-echelon senior level executives."

The report reveals that 53 percent of those rehired during the second quarter

of 1984 represented the lower to upper-middle salary ranges of \$8,000 to \$50,000. Thirty-two percent of the rehired managers earned between \$50,000 and \$70,000, and 15 percent earned more than \$70,000.

The report notes that despite the improved economic situation, many managers who have been with their companies for a number of years are still susceptible to being terminated.

Average job-search time for rehired managers was 3.4 months in the second quarter, compared to the first quarter and 1980 pre-recession average of 3.5 months. The median salary level of these managers was \$44,000 and the average age was 44.

Computers: New Opportunities For Disabled

The proliferation of personal computers in today's workplace has been heralded as a great equalizer, opening doors to those traditionally denied ac-

cess. This is especially true for disabled employees and potential employees.

Roughly one out of every seven persons has a disability ranging from blindness, or partial blindness, deafness, and paralysis to cardiac and circulatory conditions, back pains, ulcers and allergies, reports *Management World*.

Those employees or potential employees with limited abilities—even those restricted to their homes—need no longer be restricted from the workplace. A case in point is that of an older woman who has suffered from a stroke, who now operates a typesetting machine from her bed at home. This example came from William P. Lynas, chief executive officer of Computers for the Physically Handicapped, Inc., in Huntington Beach, California.

With this company's system, the disabled individual attaches a computer system to a controllable part of his or her body such as on the toe or eyebrow.

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NEWS IN BRIEF

Communicating with the computer terminal, the person can talk or write to another person or can perform work tasks. A major advantage of the company's system is that it can be operated without a keyboard, which is essential for people without the use of their arms.

Lynas says the company has been producing computer equipment designed for disabled employees for the past seven years, and it has sold 653 systems worldwide. Of these, 209 systems have been purchased and paid for by corporations.

Writing in *Computers—New Opportunities for the Disabled*, Harold Remmes states that, "positions are available in the computer field as programmers, keyboard operators or assemblers, researchers, systems analysts, etc.—and most of the work can be done while seated."

He notes that computers offer disabled persons the advantages of speech synthesizers, which make computer use viable for the visually impaired or for

those with speech problems; and the visual display, which provides an excellent medium for those with severe hearing impairments. The work is also made less physically taxing with a computer, and computers can modify or alter the environment.

Technology is employment enhancing, not employment replacing. It can change the manner in which you do work, but not the function. Information is a product as well as a service—and it is light and smart.

By 1995, high tech will account for 14.1 percent of the workforce—a relatively small part of the employment picture. The workforce "megachanges" that are taking place are from manufacturing and distribution to information and communications; from mass production to global production; and from a concentrated to a dispersed workforce. Office-based services will lead the service-sector industries.

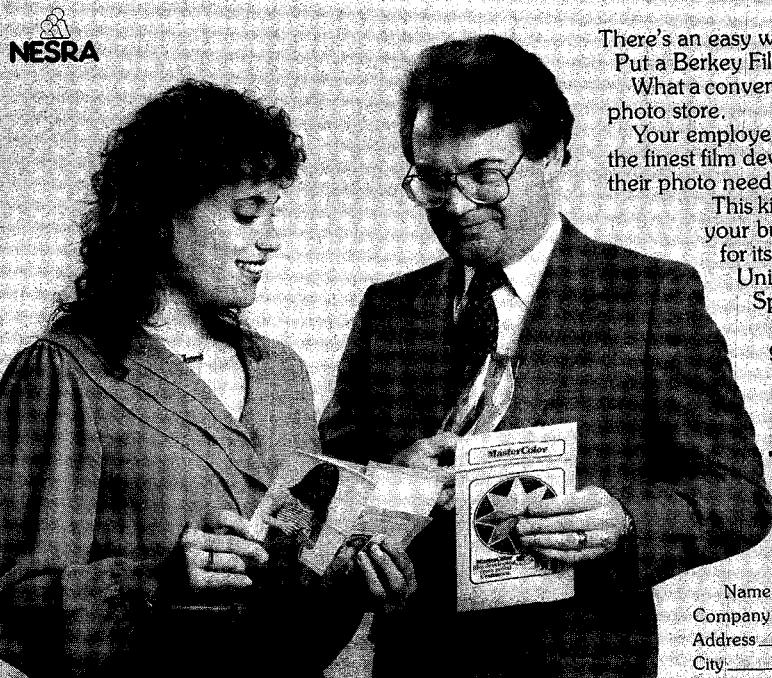
Linda Ackerman, consultant: Successful organizational transformations require that managers tune and balance most structures with the "human drama" or energy of organizations. The key "attitudinal continuum" consists of proactive vs. reactive; awareness and reflection vs. "automatic pilot;" taking responsibility vs. being "victim-

The Course Of Business: Glimpses Into The Future

Fresh perspectives on trends in the business world were highlighted at the World Future Society's annual conference in Washington, D.C. The following are some viewpoints reported by *The Generalist*.

Ronald Kutscher, Bureau of Labor Statistics: The U.S. economy will see a net gain of 25 million jobs between 1982 and 1995. A surprisingly large part of the new jobs, 25 percent, will be in the goods-producing sector.

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ized;" going for opportunities vs. measured focus; and excellence vs. mediocrity.

Elsa A. Porter, formerly with the U.S. Department of Commerce: Employees have four mental health needs: security; equity; individual treatment; and democracy. Today there are two historic forces affecting how organizations are managed: the evolution of the democratic ideal, and the evolution of technology. Concepts of organizing people at work based upon a machine no longer fit the technology of today—rather, concepts are based on what people know.

Peter Senger, Massachusetts Institute of Technology: The employees of the most successful companies undergo an "experience of alignment"—a period of profound teamwork where everyone feels he or she is part of a purposeful undertaking. Winning sports teams experience this phenomenon.

Our studies at MIT of chief execu-

tive officers of successful companies show some common ingredients. They allow people to create. These organizations have a principle of vision, and employees have a sense of self-leadership, self-direction and a pursuit of a lofty vision. In these organizations, managers are teachers, not decision makers. These organizations have freedom, as employees are naturally committed; a clear sense of purpose; and a feeling of trust between employees.

Working Women Have Better Health

The nation's busiest women—those who combine the three roles of wife, mother and jobholder—are also the nation's healthiest.

A recent study by the University of Michigan School of Public Health says such women have the best general health status, lowest morbidity, least long-term disability and restricted activity, and the least drug use.

Homemakers suffer worse health than working mothers, while divorced and separated women, both working and nonworking, show the worst health patterns. They have the highest number of doctor visits, the most disability days, and the longest hospital stays, reports the university.

Economic Future Looks Optimistic, Says Economist

"The United States is on a hot economic roll. With low inflation, high growth, high productivity and high corporate profits, we have the best combination you could want," economist Pierre Rinfret recently told the 4,500 participants at the 1984 Annual Conference of the International Foundation of Employee Benefit Plans.

"There is a great surge of confidence in the country's economic future. Young people, in particular, are highly confident about the future. All Americans

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NEWS IN BRIEF

are very confident about future business conditions and their personal financial prospects," Rinfret said.

Rinfret, an advisor to leaders in business and government, is president of Rinfret Associates, Inc., New York, an independent international economic, financial and political intelligence organization.

"Businessmen are planning record-high levels of spending for new plans and equipment. According to my organization's latest capital expenditures survey, in 1985 industry will surpass the current year's strong spending by 10.4 percent, after adjustment for inflation. Declining interest rates will help boost levels of investment. This will give a solid underpinning to economic activity in 1985," says Rinfret.

The Nutritionist Is A Computer

First it was your mother telling you to eat spinach and Brussels sprouts. Then

it was the dietitian bugging you about cholesterol. And now, perhaps, the ultimate: nutritional advice from your home computer.

Nutrition-analysis software has hit the market, and personal computers are dishing out dietary directions, according to *American Health*. Feed your electronic advisor a description of your last meal and it instantly tallies the calories, vitamins, minerals and other nutrients you swallowed, then matches them against dietary requirements. Uh oh, too much fat.

To operate Nutritionist, type in your age, sex, weight and activity level. The computer calculates your nutritional needs based on the U.S. recommended dietary allowances. Then you "describe" your meal by entering number codes for each food.

Seconds later, a bar graph illustrates a percentage of your RDAs fulfilled, while a numeric table lays out cholesterol, carbohydrates, sodium and fats.

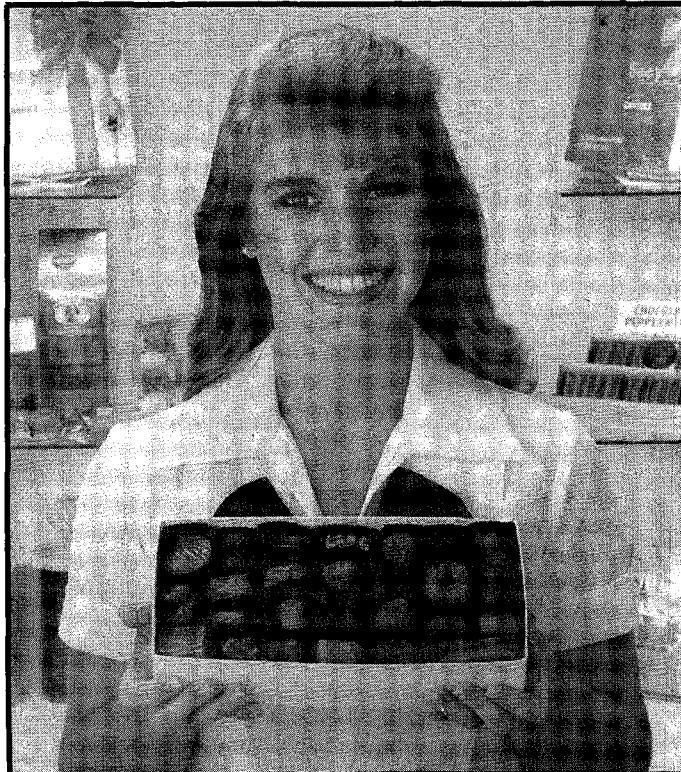
The computer also calculates what portion of your calories came from protein, carbohydrates and fats.

Many nutrition programs help you select ideal foods. If you need to beef up your iron intake, for example, the computer furnishes a list of iron-rich foods.

The programs don't do anything a resourceful person couldn't do by hand, says Sally Weerts, a registered dietitian in Anchorage, AK, who counsels with her computer. And, adds Jane Brody, people would be better off learning the principals of sound nutrition. But the computer is fast. Besides, there's a psychological edge. "People," Weerts notes, "take the printouts seriously."

Future Calls For More High-Tech Jobs

Electronics and electrical technicians, computer systems analysts and computer programmers will be among



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the occupations producing the most jobs by the end of the decade.

DeVry, Inc., an Evanston, Illinois, proprietary technical education system, found in its study on technical employment that Texas, California, New York and Florida will emerge as leading employment centers for workers trained in these fields.

Currently, however, there is a high demand for software engineers and programmers in major U.S. employment markets.

The personal computer boom is feeding this high demand, says Sanford L. Fox, president of Fox-Morris Personnel Consultants in Philadelphia.

Leisure Industry To Boom

American's growing concern for their personal fitness will spark the liveliest activity this year for companies that provide sports, camping and recreational equipment, reports Harry Bacas in a recent article in *Nation's Business*.

In the \$14 billion sports equipment industry, sales of fitness paraphernalia reached \$1 billion in 1983 and nearly \$1.3 billion last year. They are expected to approach \$1.5 billion in 1985.

"The fitness market has been expanding as the price of equipment has been dropping," says Robert S. Boyer, president of the Doak Walker Sports Center in Dallas and chairman of the National Sporting Goods Association, a retailer group.

"Home gyms are available for \$200 to \$300, rowing machines are as low as \$100 and stationary exercise cycles range from \$80 to \$300," says Burns. "At these prices, it is less expensive to buy equipment than to take out membership in a health or fitness club."

Bicycling, with 78 million participants, is topped only by swimming (95 million) and general exercise (88 million) in a recent recreational census by the National Family Opinion research group and *Sporting Goods Dealer* magazine. Campers numbered 52 million,

fishermen 49 million, bowlers 43 million and runners 40 million.

The only spectator sports with comparable figures are baseball, 78 million; horse racing, 75 million; and auto racing, 55 million. And the spectator figures are ticket sales that count repeat attendance.

Howard J. Bruns, president of the Sporting Goods Manufacturers Association, believes future growth in the industry will come from the spread of senior citizen sports programs, swelling school enrollment as the baby boom "echo" takes hold, increases in doctors' prescribing fitness programs as an alternative to drugs, smoking and alcohol consumption, and corporate endorsement of individual and employee team sports.

The new sales impetus will come not from increased disposable income and leisure time, Bruns says, but from "a shift of disposable income into this industry and a shift of leisure time pursuits to more vigorous activities." ☐

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CONFERENCE UPDATE

Boston '85: "Something For Everyone"

"Managing the Megatrends of the Eighties" . . . "Running Effective Meetings" . . . "Being a Volunteer Supervisor" . . . "No-Cost Programs" . . . and, "Recreation: a Risky Business".

These are just some of the many areas that will be explored May 1-5 at NESRA's 44th Annual Conference and Exhibit. Employee services managers from across the country can expect to come away from the conference with more of the knowledge they need to know—from innovative new ideas to effective management techniques to the latest trends in the field—to make their jobs

easier and most successful.

Although the conference is several months away, the NESRA staff, along with conference chairman Alice Bucca and her conference committee, are busy planning ahead. Led by the theme, "Employee Services and Recreation: A Beacon to the Future," the national conference promises to keep delegates up to date on the fast-growing field while keeping them abreast of the latest programming trends.

The 1985 conference will be held at the Sheraton-Boston, one of New England's largest hotels. Combining luxury with extensive facilities, it contains

1385 rooms, including 135 suites, and features five restaurants, including the renowned Kon-Tiki and the Mass'ts Bay Co., a favorite for the freshest seafood from New England. Year-round swimming in Boston's largest indoor-outdoor pool and whirlpool round out the extensive guest facilities.

For delegates, a number of conference specials will be introduced to enhance the total conference experience. On the opening day of the conference, attendees can capture the flavor of Boston at a dine-around in the famous Faneuil Hall Marketplace. Later that evening, a drum and bugle corps will lead a parade into the Great Hall, part of the original Merchant's Wharf, where there will be assorted desserts and dancing.

Dinner, dancing and entertainment will be the highlight of Thursday evening as members set sail on the beautiful Boston harbor. Delegates can dance by the moonlight to the sounds of a band or a dee-jay. The conference exhibit hall will recreate the excitement of Boston's revolutionary past, and prize drawings and incentive games will be ongoing to keep the conference spirit alive.

Throughout the conference, there will be idea-swapping sessions and chapter exchanges so that members can share their knowledge. Other session highlights include: "The Golden Rules of Committee Presentations," "Leisure: Free Time or Time on Your Hands?" "How to Start a Program," a computer workshop, a vendor panel on marketing, and sessions on business-writing and budgeting.

"There will be something for everyone," promises special events chairman Richard Lawler.

By attending the conference, employee services managers can continue to provide employees with the programs that they want—both today and tomorrow.



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Tracking Trends In Employee Services And Recreation

THE RESULTS OF NESRA'S 1984 BIANNUAL SURVEY

Employee services and recreation is a fast growing field, with over 20% of NESRA members realizing at least a 50% increase in employee participation in the last two years alone.

The total operating revenue of member companies is nearly \$500 million, with almost 15% of NESRA members having budgets in excess of \$100,000 and 2% in excess of \$1 million.

NESRA member firms ordered more than 300,000 airline tickets and spent more than \$210 million for travel arrangements last year.

And, softball, company picnics and discount services are the most popular programs offered by companies today.

These are just some of the findings revealed by the 1984 National Employee Services and Recreation Association (NESRA) Biannual Survey. This comprehensive survey of the NESRA membership was designed to identify current trends in programming and administration within the field of em-

ployee services and recreation, as well as identify the growing needs of the association's membership and help define the future direction of NESRA and the field of employee services and recreation.

As a responsible and professional organization, NESRA's commitment to research results in constant availability of up-to-date information. Conducted by an independent research firm, Research USA, Inc., the survey provides extensive data on the size and scope of NESRA companies' employee services and recreation programs.

EMPLOYEE SERVICES AND RECREATION: A FAST GROWING FIELD

Survey findings indicate that the field of employee services and recreation is relatively new, with almost two-thirds of NESRA members offering programs for less than 15 years. The median length is nine years.

Within the field, there is a definite trend toward growth, with over 75% of NESRA companies reporting an increase in participation in employee services and recreation programs. Over the past two years alone, more than 20% of those surveyed experienced at least a 50% increase in employee participation.

This growth in the field may be partially attributed to management's increasing recognition of the benefits of employee services programs. Over 80% of employee services and recreation programs are sponsored by the company themselves.

Employee associations or committees sponsor about a third, either by themselves or in conjunction with the company.

THE FINANCIAL PICTURE

Today, more dollars than ever before are being allocated to employee services and recreation programs. The to-

total operating revenue of member companies is nearly \$500 million.

Company contribution is by far the major source of revenue for most employee services and recreation programs, though many also receive some employee contributions. Over 30% of NESRA members' programs are funded entirely by the company.

Although the operating budget for over 50% of those surveyed is under \$25,000, nearly 15% have budgets in excess of \$100,000 and almost 2% in excess of \$1,000,000, which brings the average total operating budget for NESRA members up to almost \$150,000.

COMPANY-OWNED FACILITIES

Corporate-owned facilities are becoming increasingly common. Nearly 20% of respondents indicated that their company owns a ball diamond; another 20% own a fitness facility.

Basketball courts, activities fields and buildings, employee parks, fitness trails and gymnasiums are other facilities frequently owned by companies. Nearly 4% of NESRA members own resorts, camps and/or golf courses.

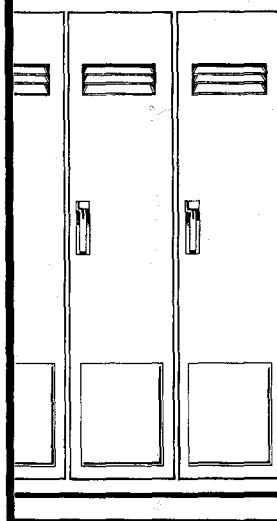
EMPLOYEE SERVICES MANAGERS: MORE DUTIES INCREASE NEED FOR KNOWLEDGE

Employee services administration has achieved a level of sophistication where an advanced education is increasingly needed. Nearly 90% of employee services managers have had some college, and well over half are college graduates or better.

The typical employee services manager handles a wide variety of responsibilities. Employee benefits heads the list of duties at 41%, followed by employee counseling (34%), compensation (31%), meeting planning (31%), and recruiting (31%).

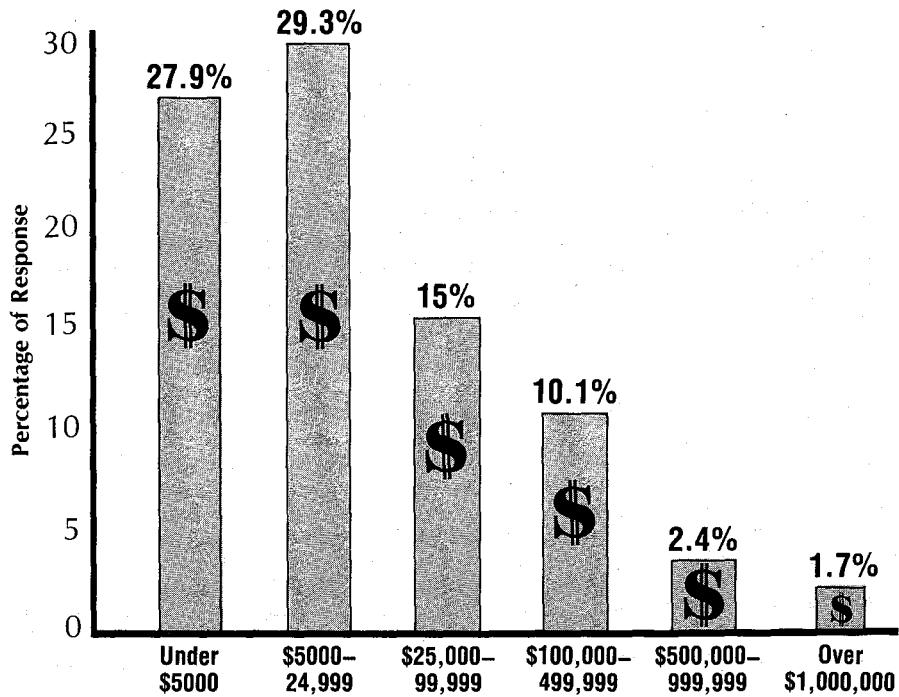
Nearly 80% of NESRA members feel that its publication, *Employee Services Management*, is helpful in their jobs. Subject areas in which members have the greatest interest are employee activities, discount services and wellness.

Most Frequently Owned Company Facilities



- Ball Diamond 19.9%
- Fitness Facility 18.8%
- Basketball Court 16.0%
- Activities Field 15.3%
- Activities Building 13.2%
- Employee Park 9.4%
- Fitness Trail 9.4%

Employee Services and Recreation Budgets



HOW THE SURVEY WAS CONDUCTED

The National Employee Services and Recreation Association commissioned a private research firm, Research USA, Inc., to conduct a survey of its members in order to obtain information about the size and scope of their employee services and recreation programs. A

random statistical sample was drawn from NESRA's 1984 membership directory on an *n*th name basis for a total of 500 names, whom were each sent a four-page questionnaire by mail. The results are based on the nearly 60% of questionnaires that were returned.

TRENDS

MOST POPULAR PROGRAMS

Softball, bowling and golf head the list of popular physical programs offered by NESRA member companies. Company picnics and Christmas parties are social/cultural programs offered by 60% of those surveyed. Service programs enjoy an even larger audience, with employee discount programs offered by more than 80% of respondents. Also offered by more than 50% of those surveyed are United Way drives, blood drives, award/recognition programs and first aid or CPR training.

Over 30% of NESRA members' programs are funded entirely by the company.

Over half of NESRA companies added new service and recreational programs in the last two years. Those most frequently added were fitness programs, first aid or CPR programs and discount services.

DOWN THE ROAD: NEW PROGRAMS, NEW FACILITIES

The fast-paced growth of the employee services and recreation field is witnessed by the high percentage of companies who plan to expand existing programs within the upcoming years. About 25% of all member companies will be adding new service and recreation programs within the next two years, with wellness, fitness, sports and



Most Popular Employee Programs

Physical Programs	% of response
Softball	64.5
Bowling	57.8
Golf	48.4
Basketball	42.9
Volleyball	35.5
Tennis	30.3
Fitness Program	30.0
Snow skiing	23.0
Fishing	19.5
Jogging	18.8

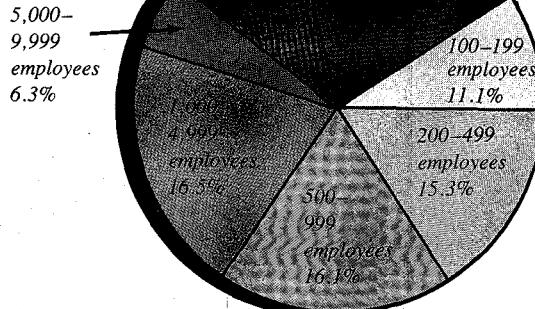
Service Programs

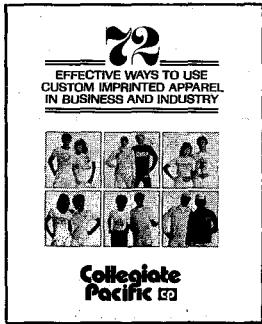
Discount service/tickets	73.5
United Way drive	63.4
Blood drives	59.2
Award/recognition program	58.9
Discount service/products	54.4
First aid/CPR training	50.2
Employee assistance program	28.6
Stress management	27.5
Retirement planning	26.5
Smoking cessation	25.1
Nutrition/weight reduction	23.3
Ride sharing	23.0

Social/Cultural Programs

Picnics	64.5
Christmas parties	60.0
Dinner/theater outings	28.6
Travel program	24.0
Adult education (non-job related)	20.9
Drama/theatre	19.2
Photography	18.5
Retiree activities	17.4
Dancing	15.0
Computer club	14.6
Open house	13.2
Film program	12.5
Crafts	12.2

MEMBERSHIP BREAKDOWN





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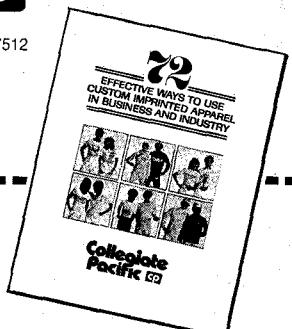
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TRENDS

employee assistance programs heading the list. Others mentioned include travel programs, exercise classes, stress management programs, adult education, child care, financial counseling and nutrition/weight reduction programs.

This surge of growth has led to a

need for additional facilities as well, with nearly 17% of NESRA members planning to construct new space for employee services and recreation within the next two years. Of those who will be adding a new facility, 32% plan to build a fitness center. Employee activi-

ties lounge spaces, ball diamonds, gymnasiums, shower facilities, swimming pools and lunchroom spaces or cafeterias were other facilities in the planning stages.

New fitness equipment is also on the agenda, with 15% of NESRA companies planning to purchase equipment within the next two years.

New Service and Recreation Programs That Companies Will Be Adding Within The Next Two Years:

1. Wellness Program/Health Management
 2. Fitness Program
 - Miscellaneous Sports (tie)
 3. Employee Assistance Program
 4. Travel Program/Trips
 5. Exercise Facility/Classes
- Stress Management (tie)
Parties

If there is a single message found in the survey results, it's that employee services and recreation is here to stay. Although the field is relatively young, it is in the midst of a dramatic surge of growth. This is evidenced by increased corporate support and funding, and the demand for more programs, facilities, and up-to-date information.

This survey was funded by the NESRA Education and Research Foundation. For more information on the Foundation or the survey, contact NESRA Headquarters.

NESRA Education and Research Foundation

The NESRA Education and Research Foundation believes no manager should ever enter a boardroom empty-handed. Especially an employee services manager.



Because top management demands facts and figures to justify any investment in company-sponsored programs, the NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional or leader with the kind of bottom-line data that their bosses understand. The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the impact of fitness on job performance and the positive relationship between employee programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

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Employee Services and Recreation As a Recruiting Tool: Attracting New Employees

by June Cramer, editor

Employee services managers used to have to sell top management on the idea of employee services and recreation. But today it's the companies themselves that are doing the selling. And they're selling to potential employees:

"Wanted: Bright, energetic go-getter to manage Fortune 500 company's national sales force. . .

In addition to professional opportunities for growth, we offer one of the best benefit packages in the industry, including paid dental, medical and life insurance, profit sharing, a corporate wellness center, day care facility, company discount program, interest groups, and an employee country club."

Although such an employment ad (which, by the way, is not an actual ad for a particular company but represents some common-found elements) may have been hard to find only a few years ago, it's now becoming increasingly common as companies discover that employee services and recreation programs make good business sense—by attracting potential employees.

Gone are the days when money was

an employee's only concern. Today's workers expect—and demand—more out of their job.

"Paychecks alone cannot always do the job of motivating," contends Leroy Hollins, recreation and employee ser-

Employee services and recreation gives potential employees a positive answer to 'What's it like to work here?'

vices program director at Martin Marietta Aerospace in Denver. "Employee services and recreation enhances employees' attitudes toward their jobs, toward their employer and toward their work."

With the stiff competition to attract highly-skilled and motivated employ-

ees, especially in the high-tech job market, companies are discovering that they must offer more to potential employees.

And what better way to show that a company offers "more" than by telling job applicants about the new corporate fitness center, or the company store and its great discounts?

Hence, more and more companies are joining the ranks of those who attest that employee services and recreation is helping their recruiters attract new employees.

EMPLOYEE SERVICES AND RECREATION: THE NEWEST PERK

"Employee services and recreation programs are a real eye-catcher," notes Kevin Morris, senior employment representative at McDonnell Douglas Corporation. "Potential employees really perk up when they hear about our clubs."

"It's becoming a standard in the computer industry," explains David Brewer, recreation supervisor at Rolm Corporation in California. "Employee services and recreation has gone beyond a fad—it's a proven benefit."

RECRUITING

"Employee services and recreation programs are a real draw," he adds. "As a recruiting tool, they serve as a magnet to lure employees away from other companies."

SHOWING THE COMPANY CARES

Of the many companies that use employee services and recreation in their recruiting, the overwhelming response as to why is that it demonstrates that the company cares about its employees.

Take, for example, Control Data Corporation, which recruits on college campuses for potential employees, especially in the competitive fields of engineering and computer science.

"Employee services and recreation is another means of showing that Control Data has a concern for the whole employee," says Bob Kuntze, exempt

recruiter and management coordinator of Logotivities recreation club, central staffing resources. "It's a fringe benefit."

Employee services and recreation programs are a real eye-catcher . . . potential employees really perk up when they hear about our clubs.

A GREAT PLACE TO WORK

"Our programs are designed to meet the company goals, one of which is to make Rolm a great place to work," emphasizes Brewer. "Employee services and recreation is an integral part of our overall philosophy," he adds. "In the interviewing process, we mention this many times."

Employee programs reinforce the positive image that Owens-Corning Fiberglas maintains in the community, according to Gary Kluff, manager of corporate employment.

"Word of mouth usually brings people to our door because we have these services," he explains. "In our recruiting efforts, we tie employee services and recreation into our overall management philosophy that our people are our greatest resource."

Employee services and recreation programs provide an environment con-

At Rolm Corporation, employee services and recreation is presented to potential employees as part of the company's overall philosophy.

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ducive to job satisfaction, Kluff asserts.

"We want to reveal that there are a lot of other advantages to being an employee of Owens-Corning other than meaningful work and a paycheck every two weeks," he adds. "Employee services and recreation goes beyond the eight-hour day."

"Employee services and recreation gives potential employees a positive answer to 'What's it like to work here?'" says Brewer.

"It shows employees that they truly matter to the company and won't be forgotten once they've been wined and dined in the recruiting process."

CUTTING ACROSS WORKFORCE LINES

Another reason that employee services and recreation is becoming more frequently used in the recruiting pro-

cess is that it literally transcends beyond job levels and workforce lines.

Medical coverage may mean little to a woman who's already covered by her husband's insurance. A company

We want to reveal that there are a lot of other advantages to being an employee . . . other than meaningful work and a paycheck every two weeks.

Christmas bonus is not around the rest of the year.

But from blue collar workers to white

collar professionals to top executives, employee services and recreation programs offer something for everyone, everyday of the year.

"Employees services and recreation is viewed positively by both blue and white collar workers," contends Kluff.

"I think it may be more important to the younger people we're hiring. They're establishing a new lifestyle, and social activities are important to them."

"With the recent fitness craze," explains Kluff, "more employees are becoming interested in recreation programs."

Many white collar workers, especially those who have already been exposed to various employee services and recreation programs through their job hunt, actually ask if McDonnell Douglas has such programs during the interviewing process, notes Morris.

Employee services and recreation is "important to all employees," com-

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RECRUITING

ments Bill Bruce of Motorola. He finds, however, that middle managers and those who work under them often use such programs the most.

But employee services and recreation attracts top executives as well. *Time* magazine recently noted that "a corporate fitness program is the hottest perk since the executive washroom." The same article quoted a Xerox executive as saying, "Before I'd change jobs, I'd ask an employer if he had a gym."

HOW RECRUITERS SELL IT

Just as employee services and recreation appeals to a wide range of employees, as a recruiting tool it is used in a variety of ways.

Some companies, such as Wang, tout their fitness facilities or employee country clubs in help-wanted ads. Others, like Rolm, take a less aggressive approach.

"We do not market our employee services and recreation program in an obvious manner," Brewer notes. "There is no set prescription. Each individual manager uses his or her own approach."

Tours of recreation facilities are a popular means of luring potential employees to join the company team.

All prospective Rolm employees, for instance, are given a tour of all facilities and grounds, which include an outdoor amphitheater, two pools, an indoor jacuzzi, tennis courts, a parcourse, weight room, gymnasium and racquetball courts.

Many companies have devised brochures which describe their employee services and recreation programs. These are then distributed at job fairs, campus recruiting nights and to those who visit the company for an interview.

Johnson Wax's brochure, "Career Opportunities," describes the company's regard for employees and highlights their wellness, exercise and weight control programs, as well as their employee park, indoor recreation center

and Northern Wisconsin resort which is available for all employees and their families. Pictures of various recreation activities are also featured.

"It's a real plus," says Robert In-slee, director of personnel, of Johnson Wax's various recreation programs. "When we go over company benefits, usually in the close-out interview, these programs are mentioned."

Employee services and recreation . . . shows employees that they truly matter to the company and won't be forgotten once they've been wined and dined in the recruiting process.

Following the old adage that a picture is worth a thousand words, some recruiters even use films or slide shows to show off their recreation programs.

Motorola's Bill Bruce is currently in the process of putting together a slide show of their recreation programs, which will be used in recruiting on a nationwide basis.

"In the U.S., we do a lot of recruiting, especially for engineers," says Bruce. "Through the slide show, our recruiters can carry our recreation programs with them wherever they go. The slide show will let potential employees see what our many hobby clubs, sports activities and special events are all about."

At McDonnell Douglas, potential employees—whether at a job fair, college recruiting night, or during a visit to the company—may be treated to an in-depth film on St. Louis and its many

recreational opportunities or to a slide show which highlights the company recreation department and its over 52 activities and clubs.

OVERWHELMINGLY FAVORABLE RESPONSE

"Our efforts in using employee services and recreation in recruiting has been met with an overwhelmingly favorable response," notes Brewer. "People who have worked at companies without such programs are really impressed."

The usual response, he reports, is "Wow! This is incredible!"

"Pleasant surprise" is how Kluff describes most potential Owens-Corning employees' reaction.

"Most potential employees don't ask if we have these programs," says Kluff. "But when they do find out, it adds to our company's positive image."

Down the road, most recruiters agree that using employee services and recreation as a recruiting tool will become even more essential.

"It's going to have more of a positive effect and will be looked upon even more favorably as a recruiting tool by companies when there's a shortage of labor supply," contends Brewer.

So if a top employee loves to jog and your company doesn't offer a running course, it had better watch out.

"When I shop for a car, I want to know about all the extras. And when I'm job-hunting, I look for those same extra benefits," is how one employee aptly puts it.

"Employee services and recreation is definitely becoming more important, especially for companies who want to keep up with the state of the art," argues Kluff.

"The trend is definitely there to use it in recruiting," he adds. "And I think we'll find more job applicants asking about it in the future."

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Tomorrow's Workforce

The American workplace is undergoing a major revolution. In order to prepare for the future, employee services managers must understand the new breed of worker.

by June Cramer, editor

The earth makes a full revolution every 24 hours.

But revolutions in the workplace are coming at an even faster pace.

"By the time we reach the 21st century," attitude researcher Daniel Yankelovich and John Imerwahr write, "the American workplace will be as different from the industrial world caricatured by Chaplin as that industrial world was from the rural America of the 19th century."

"Within the next 10 years," echoes Edward Cornish, president of the World Future Society, "we might open up a whole new ballgame."

Indeed, the world of work is undergoing significantly dramatic changes. Demographics, advanced technology and a change in the American work ethic are all contributing to a quite different picture of tomorrow's workforce.

More than 80 million of today's American workers will still be on the job when we begin the next century, reports *Personnel Administrator*. What does the future have in store for these employees?

To answer this, *Employee Services Management* decided to do a little "crystal-ball"ing with the experts, most notably Edward Cornish of the World Future Society.

While forecasting is never an easy job, especially when it comes to predicting trends in the ever-changing workplace, our glimpses into the future have uncovered some revealing findings about what workers will be like in the upcoming decades—who'll be working, what they'll be doing, and where they'll be doing it.

WHERE THE JOBS WILL BE

There's little doubt that the help-wanted ads of the 1990s will be a far cry from today's job section. Experts agree that the world's job market will change dramatically within the next 20 years.

Perhaps the most startling finding is that as a result of the rapid technological advances that are taking place daily, many jobs as we know them may soon become obsolete.

"A lot of jobs are being automated

by increasingly sophisticated machines," notes Cornish. "During the next 20 years, I would anticipate that the robot population will quadruple—maybe even more—in the U.S."

"What this means," he explains, "is that we're going to see a number of types of work automated that are now performed by humans."

This does not mean that the total number of jobs will decline, Cornish cautions.

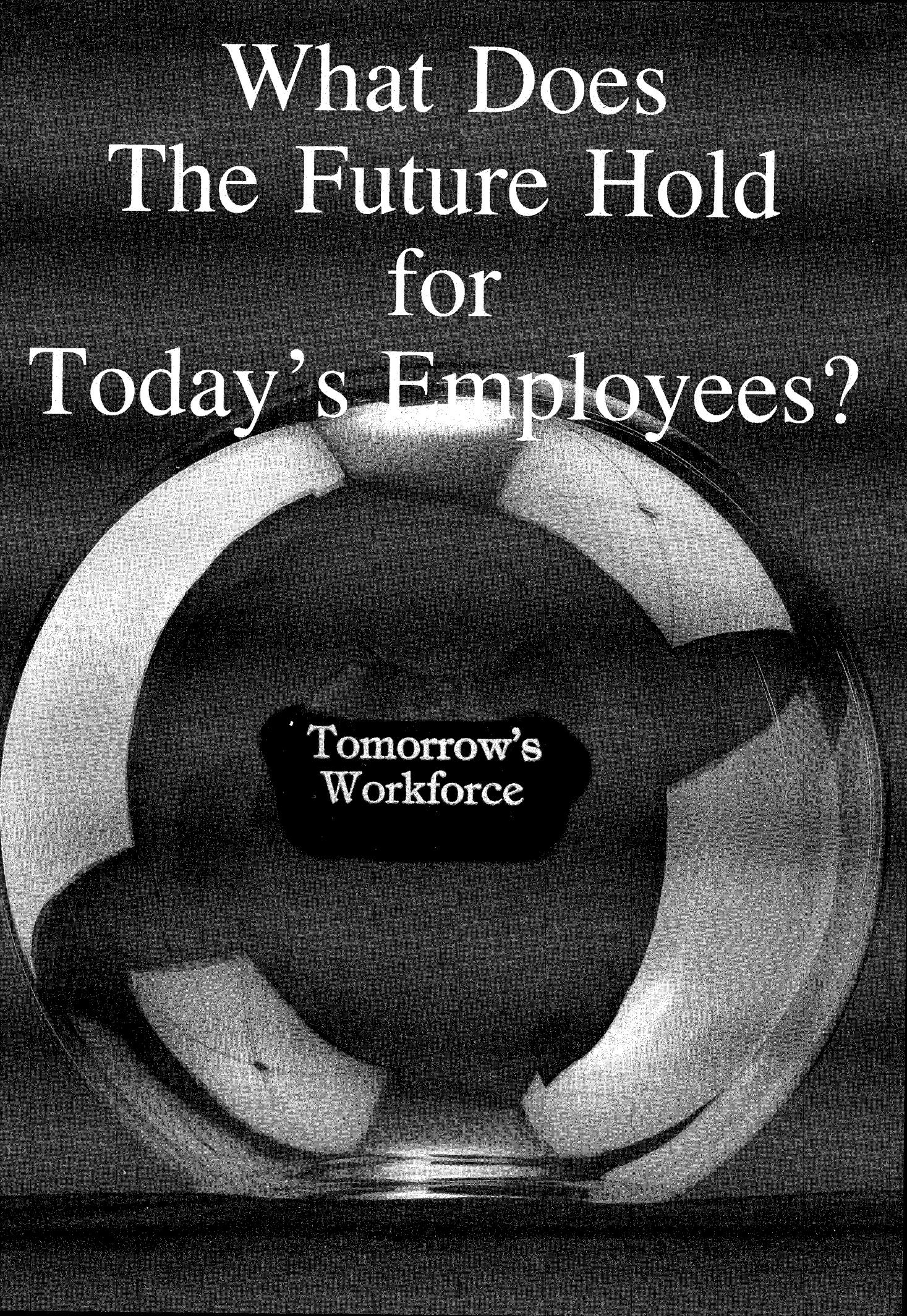
"On the contrary," he asserts, "I think that as we automate, the price of goods will decline, and we will find even more jobs popping up in the economy."

This does mean, however, that many workers will need to be retrained in order to perform these new jobs.

And where will these jobs be? The Bureau of Labor Statistics (BLS) reports that health care will continue to be an expanding field of work, while technology will spur the growth of occupations such as engineers and computer personnel.

The outlook for many occupations, unfortunately, is a lot dimmer. Typists

What Does The Future Hold for Today's Employees?



Tomorrow's
Workforce

TOMORROW'S WORKFORCE

"Workers in the 21st century will place stronger emphasis on employment security, training and retraining, and support for job relocation. . . ."

are apt to decline due to word processors, and industrial robots will reduce the growth in employment of welders, production painters and material moving occupations, to name a few.

Service-producing industries will be booming, with projections calling for 75 percent of all new jobs from 1982 to 1995 to come from these industries. Employment is expected to continue to increase faster in service-producing industries than in goods-producing industries, according to the BLS, because of rising incomes and living standards that result in greater demand for health care, entertainment, and business and financial services.

And because services involve personal contact, relatively fewer people will be replaced by machines in service-producing industries.

Health-care jobs will be burgeoning, reports Robin Warshaw in *Ms.* magazine, because the population is increasing—especially the older population who generally need more medical care.

Surprisingly, Warshaw found that by 1995, it will be easier to find a job as an actor than as a lawyer. Other careers among her list of "surefire hits" for the 1990s include podiatrists, computer system analysts and occupational therapists.

Another startling finding is that by 1995, high tech will account for only 14.1 percent of the workforce—a relatively small part of the employment picture, according to Ronald Kutscher of the Bureau of Labor Statistics.

But technology and trends in the workforce will create the need for many new or relatively new occupations, futurists predict, such as genetic engineers, solar technicians, phobia therapists, robot technicians, laser technicians, geriatric and social workers, and energy technicians.

THE CHANGING PROFILE OF THE WORKFORCE

The workforce of the future will be older, better educated, and have a higher proportion of minority workers than today's labor force, according to Commissioner of Labor Statistics Janet L. Norwood.

Diversity is perhaps the most fitting adjective to describe tomorrow's workforce, for more women, minorities and older workers will be entering the labor force, causing companies to re-assess their employees' needs. Among the key trends:

MORE OLDER WORKERS. The 85 and over age group is the fastest growing segment of the population, says Norman Feingold, president of the National Career & Counseling Services. By the end of the century, there will be 100,000 people in the U.S. over the age 100.

As the baby boom generation matures, the average age of American workers will increase steadily through the end of the century. And older workers may stay in the workforce longer by choosing to prolong retirement.

"We may see a raising of the retirement age," predicts Cornish. "The health and vigor of workers at age 65 today is far greater than it was in the '30s when the Social Security program was instituted."

Coupled with medical advances, older workers will become increasingly common. Cornish even says that technological breakthroughs in the not too distant future may mean that people will grow younger physically as they grow older chronologically.

"This would mean all kinds of things for fringe benefits," foretells Cornish.

But a greater number of older employees in the workforce will not necessarily create problems. In fact, older workers may be viewed as an asset by employers.

"Older workers are very dependable and in many ways superior workers," says Cornish. "Older workers may have a higher rate of illness once they're beyond a certain age, but they probably have lower rates of absenteeism."

MORE WOMEN WORKERS. The growing participation of women in the labor force will also have a significant effect, reports *Personnel Journal*. By 1995, the labor force participation of women is projected to reach 60.3 percent, as compared to 76.1 percent for men. The average woman of the future is likely to work during all stages of

the life and family cycle, creating a need for part-time and flextime working options and more day care centers.

"The dual-income household is well on its way to becoming the norm of the future," writes Fred Best in a recent article in *Personnel Journal*. Two-income families will create a need for new relations between home and work and will demand new changes in both areas, according to Best.

LESS BLUE-COLLAR WORKERS. "We can anticipate that the total number of blue-collar workers will drop below 10 percent of the American workforce by the end of this century, until it finally stabilizes in the low single digits in the next century," said Raymond Ewing of Allstate Insurance at the Fifth General Assembly of the World Future Society. Increased automation is expected to greatly reduce the blue-collar workforce.

LESS YOUNGER WORKERS. Through the mid-1990s, the Bureau of Labor Statistics projects that the number of people age 16 to 24 in the workforce will decline. Fewer young entrants into the labor force may ease competition for entry level jobs. In fact, employers many have increasing difficulty in finding younger workers, which may encourage employers to install labor-saving machinery at the entry level.

BETTER EDUCATED WORKERS. By 1990, the workforce will have become highly educated, with 40 percent having some college education, in contrast with 31 percent in 1979. Jobs requiring college graduates are forecasted to continue to grow much faster than average in managerial and administrative occupations. The better educated employee will have higher expectations of his or her job, and will demand more participation in the workplace.

To accommodate this new workforce, employee services managers will need to implement new or different programs. Events which appeal to older workers, women and minorities may take top priority.

MOVING AHEAD WITH THE BABY BOOM

The generation that crowded elementary schools in the 1950s, sparked campus unrest in the 1960s and pursued the me-ethic of self-fulfillment in the 1970s, the richest and best educated of generations—the baby boom population—is reshaping almost every aspect of American life, reports a recent article in *U.S. News & World Report*.

By 1990, the baby boom generation—those born between 1946 and 1964—will dominate the labor force, accounting for 54 percent of all workers.

"As wage earners, baby-boomers are putting new pressures on the workplace," contends the article.

"With their high levels of education, boomers are bringing a new work ethic to corporate America," continues the report. "Quality of the work environment is important. Now that more than half of mothers with children under 6 and 65 percent of women with youngsters 6 to 17 are in the workforce, boomers—both male and female—are pressuring firms to offer such benefits as flexitime, maternity and paternity leave and day-care services."

But the baby boomers' impact on the job scene is not all positive.

"The baby boom means that there are more human workers competing for jobs, which may be leading to some frustration in the workplace," notes Cornish.

One serious problem looming on the horizon, reports *Corporate Design*, is that there will be a promotion crunch as the baby boom group reaches for top jobs.

"Baby boomers who have high expectations are finding low mobility in the job market," says baby-boom expert Landon Jones in the *U.S. News & World Report* article. "How they reconcile their great ambitions with the fact that the mobility is not there is a major issue."

Recreational competition and participation in employee clubs may become increasingly important as baby boomers seek other ways of fulfilling high

"The workforce of the future will be older, better educated, and have a higher proportion of minority workers than today's labor force."

ambitions.

NEW WORKING HOURS

In an effort to accommodate the varying needs of the changing workforce, many companies will seek alternatives to the 8-hour day and 5-day workweek.

"The growing number and influence of part-time workers will challenge the sanctity of the fixed 40-hour week," predicts Dr. Nancy Barrett of American University in *Personnel Administrator*.

Indeed, the changing make-up of the workforce will demand a change in work patterns. Many older workers don't want to retire, but prefer a less than 8-hour day. Handicapped workers may have difficulty working full time. And working mothers (and fathers) often need a more flexible work schedule.

Other trends that will create a demand for alternative options, reports the *Washington Post*, include future labor shortages—particularly among young workers—an increase in single-parent and dual-career families, earlier retirement and greater competition for jobs among "baby boomers."

Among the trends to look for, futurists predict, is an increase in flex-time plans. Among the possibilities:

- More cases of job-sharing.
- 4-day or "compressed" workweeks.
- Rotation layoffs, where employees rotate weeks of work with weeks of non-work.
- More part-timers in the workforce.
- Voluntary time-income trade-offs, which allow full-time workers to voluntarily reduce their wages or salaries in exchange for additional time off.
- Phased-retirement plans.
- Companies "leasing" employees.

The redefinition of work time will have great implications for employee services administrators. Program scheduling will need to take flextime into consideration.

ROBOTS IN THE WORKPLACE

Once only a subject for science-fic-

tion novels and late Saturday afternoon movies, robots are now a reality. Already, there are nearly 5,000 industrial robots in use in the United States. Robots that "see" are currently in the development stage and will be able to do most, if not all, of the jobs of blue-collar workers. Obviously, robots will play a major role in the workplace of the future.

"Given the tasks that robots will be able to perform," writes Adam Osborne in his book *Running Wild*, "their impact on the blue-collar force will be profound. Most assembly line jobs will be eliminated."

But the robot may not be the villain many people think, according to one internationally known robotics expert. Instead of causing unemployment, they may give humans shorter work weeks.

"Longer vacations, sabbatical leaves, and increased adult education all have the capacity to raise the number of jobs while reducing the amount of work," writes James Albus in "Robots and the Economy," published by *The Futurist*.

"A shorter workweek of 20 hours, or perhaps eventually 10 hours, may be possible," he asserts.

The net effect of automation "will be overwhelmingly positive," predicts Albus, and these benefits will flow back to U.S. workers. Employee services programs will also benefit from automation as workers find themselves with more time to participate in leisure-time activities and clubs.

THE OFFICE OF THE FUTURE

Along with changes in the workforce will come changes in the workplace. The office of the future, often referred to as the "automated" or "paperless" office, will capitalize on technology to improve productivity.

The Administrative Management Society Foundation forecasts that in the year 2000, office buildings, offices and conference rooms will continue to operate pretty much the way they do today. However, these areas will be smaller because more work will be handled electronically rather than using paper.

Another feature of tomorrow's office, reports the Foundation, will be computer-utility companies similar to services provided by electric and telephone companies. A variety of computing services will be available as easily as turning on a light switch.

A typewriter keyboard will continue to be the major way people work with computers, but touch panel displays and pointers, such as the mouse, will increase in use. Voice communication between people and computers will also increase and introduce a new issue—noise control—which will require more substantial acoustical design.

The office of the future will benefit the employee services manager, by resulting in more time to plan new programs and clubs.

"Over the next two decades, we can expect a wide range of sophisticated time- and labor-saving marvels to come on the office equipment market," writes Marvin Kornbluh in a selection from *Careers Tomorrow: The Outlook for Work in a Changing World*.

Among Kornbluh's predictions for the office of the future are intelligent telephones that can screen calls and monitor messages, electronic mail as an alternative to postal service, personal desktop terminals and workstations for most managers and professionals, computer and video teleconferencing, communicating copiers, and computerized training devices. Tournament scheduling, promotion and budgeting will all be done by computer.

Yes, all these computerized and electronic office devices sound great. And yes, they will increase productivity. But don't they add up to a less humanized workplace?

"On the contrary," argues Cornish. "The trend toward automation means that the very disagreeable jobs will probably be turned over to computerized machines."

"I think the workplace is becoming much more humanized," he adds, "in terms of being a far more pleasant place to work."

Experts do warn, however, that as more workers spend time at computer

TOMORROW'S WORKFORCE

terminals, office facilities which provide opportunity for visual relief, physical recreation and social interaction will become more important. For this reason, employee services and recreation programs will become even more valuable in the future, as a means of humanizing the workplace.

WORKERS AT HOME?

Another result of increased office automation and sophisticated technology is that more workers will have the opportunity to work at home. For employee service managers, this may pose new program scheduling difficulties. With employees working at home, the company will no longer be the focus of employee activities. Offsite facilities will become more important.

"There are definitely a lot of people who want to work at home for a wide variety of reasons," says Cornish. "And

I think that if they can, we're going to see more people doing it."

Kornbluh predicts that for many employees, there will be no real reason to be physically present at work, because they will have ready access to data bank and communication systems which will keep them "plugged in" to the main office.

Another feature of the "portable office," as Kornbluh terms it, is the electronic briefcase, which will contain a display screen, electronic keyboard and a small phone unit.

Although instances of telecommuting will certainly increase, experts advise that you shouldn't start setting up your home office just yet.

"There are some limitations," cautions Cornish. "It's not as if everyone can work at home. Some jobs simply cannot be done at home."

"What I see in the future," he continues, "is that a lot of people will work at home for various reasons. But

we must not see it as a panacea. Many workers will still need to go into the office, at least some of the time."

CHANGING VIEWS OF WORK

Naturally, vast changes in the workforce and workplace will bring about changing values in terms of work itself. Experts foresee workers' expectations greatly increasing.

James S. Packer reports in *Association Management* that work ethics and values represent "the single most profound and significant change in the work environment."

"Workers in the 21st century will place stronger emphasis on employment security, training and retraining, and support for job relocation . . ." writes Glen Watts, president of the Communications Workers of America.

Non-job related educational programs will be more in demand, as will special-interest groups.

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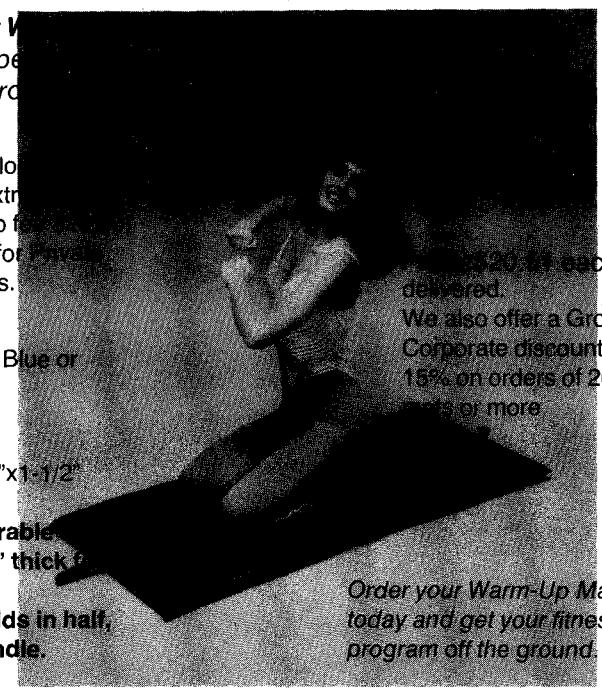
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A NEW BREED OF WORKER

Workers will become increasingly more interested in personal self-fulfillment. They will want more of a voice on the job and will expect to participate more fully in the company or organization. Quality circles and other programs which allow employees to participate in the workplace will be tops on the employee services programmer's list.

Different methods of compensation will also come forth, as workers look beyond the paycheck as a reward.

"The abandonment of the defined benefit plan seems inevitable," speculates Geoffrey Calvert, founder of Alexander International.

Flexible benefit or "cafeteria-style" plans will become the wave of the future, as employees and retirees demand the freedom to choose those benefits which best meet their lifestyle.

MORE TIME FOR LEISURE

Recreation and leisure will become more important to tomorrow's workers. A survey by social researcher Daniel Yankelovich found that four out of five persons believed that leisure meant more to them than work. Yet another survey revealed that 48 percent of respondents would give up income to more leisure time.

Experts agree that employees' leisure time may increase by as much as 50 percent by the turn of the century, especially as flextime and other part-time working situations take hold.

For employee services and recreation administrators, this means their job will be of utmost importance. The field of "leisure-counseling" will certainly boom, as workers look for professional advice in planning their leisure time. Participation in employee services and recreation programs will increase, for many employees will look to the workplace for leisure-time activities.

NEW WORKER NEEDS

The workforce of the future will not be without its problems, according to

experts. For this reason, EAPs and employee counseling programs will take on greater significance.

"People in the workforce are increasingly starved for recognition," asserts Cornish. "They get a lot of benefits, but nobody knows who they are."

Cornish says that companies will need to actively search for ways to fulfill these employee needs for recognition. Awards, recreational competition, or recognition in employee newspapers are among the solutions. Employee services managers will need to look for creative new programs to give employees the recognition they deserve.

"Whatever enables employees to feel that they are recognized as worthwhile human beings and known to their peers will be important," maintains Cornish.

MANAGING TOWARD THE FUTURE: USING THE CRYSTAL BALL

"The essence of management in the year 2000 will be to deal with change, to manage change, including changes in the process of management itself," forecasts a management professor in

Executive Excellence: Your Success Plan for Managing Tomorrow.

Indeed, with the rapid changes occurring in the workplace, it is no wonder that managers must equip themselves to meet changing employee needs.

But how can employee services administrators prepare for tomorrow's workforce?

"They must educate themselves to what the possibilities of the future are," recommends Cornish, "and then they may be able to make a translation of what is likely and connect that to what is happening in their own company."

T

here is no doubt that the workforce of tomorrow will be quite different from that of today. But the future holds no mysteries for those who look ahead. By gazing into the business world's "crystal ball" from time to time, employee services managers can make themselves aware of the changes in the workplace. Then they can confidently stand ready to provide those programs and services that their employees will want—both today and tomorrow.



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"We Have A Mission"

*An Interview
With
Leroy Hollins,
1985 NESRA
President,
Martin Marietta
Aerospace*

by June Cramer, editor

NESRA's new president, Leroy Hollins, is a man with a mission.

"I want to lead NESRA into the future," says Hollins, "and help establish our association as a leading force in the human resources field."

To accomplish this, Hollins plans to involve the total membership, and he strongly believes that NESRA must diversify in order to serve the needs of the many multiple-hatters, personnel directors and high-tech personnel companies that are entering the field. Versatility and communications are the key to NESRA's future, according to Hollins.

"We have a mission to humanize the workplace," Hollins asserts. "We must spread our message and let it grow."

Unafraid of tackling even the toughest of missions, Hollins is a man used to achieving lofty goals. As the recreation and employee services program director for Martin Marietta Aerospace, Hollins has been involved in implementing many new employee programs for the Denver company. He was the recipient of Marietta's Jefferson Cup, an honor bestowed on an employee who has devoted time and effort in developing excellent programs for the company.

Hollins has been instrumental in helping NESRA achieve its goals as well. A member since 1971, Hollins was the 1984 national conference chairman, a Region VI director and vice president of member services.

To explore the man behind the mission, and to find out more about what he hopes to accomplish in the year ahead

as NESRA president, *Employee Services Management* recently interviewed Leroy Hollins.

ESM: How would you classify your leadership style? What kind of approach do you take in dealing with others?

HOLLINS: I am a firm believer that a leader should guide and direct people, but allow them the freedom to participate and become active. I've learned that a good leader must work very closely with people and respect their judgment. I don't look over somebody's shoulder when I give them responsibility.

I delegate quite a bit, and I'm convinced that if you're fair and consistent in dealing with others, they'll get the



Leroy Hollins

“What NESRA must do . . . is act as an ambassador in spreading the word on the benefits of employee services and recreation.”

job done. I have trust in people. I'm not a taskmaster or an autocrat—I believe in people and their ability to do a good job.

ESM: What benefits do you find in being a volunteer leader?

HOLLINS: The benefits are numerous. I believe that you only get out of something what you put into it. For me, being a volunteer leader has been a very positive experience. By being in a local chapter or national organization, you get a chance to meet and work with new people and gain new ideas and knowledge.

I believe that if you're going to join an organization, you should be an active part of it and not sit back and let others do all the work. You shouldn't volunteer for personal gains. I take pride and satisfaction in doing a job well-done and helping better the organization.

ESM: How would you describe yourself as a person?

HOLLINS: I'd say I'm basically a caring and sincere individual. I place great value on loyalty: I'm loyal to my family, to my job, to my superiors and my support. I'm a very happy person. I enjoy my work, my hobbies and most importantly, other people.

I have strong convictions that I'll always stand by and live by. I think

everybody's got to do that. I'm a very dedicated and committed person.

ESM: What traits do you feel are most essential for a good leader?

HOLLINS: Understanding and patience. A good leader needs to be genuinely interested in an organization and its members. By giving members a clear-cut hand to make decisions and participate in the organization, a good leader will spark success, which is what I hope to do.

ESM: Which aspect of being president do you find most challenging?

HOLLINS: All of it! Seriously though, one of the things that I find most challenging is living up to the confidence that the membership has placed in me to lead the organization. I want to do the best job that I can possibly do, and show the membership that their faith and commitment to me was well-founded.

I believe that the president faces the challenge of getting the job done and keeping the organization where it is headed. In that respect, I'm very excited about my position and working with the board.

The association is in great condition—we're headed in the right direction. And that's due to the board of directors and our professionals, not to the president or any one person. We've got a good team, and we've got some excellent people coming on board. We're all ready—all we have to do is keep NESRA on the course that it's already headed on, and we'll continue to grow.

ESM: What will be your major goals as president?

HOLLINS: Membership growth is the key to the overall success of our organization, and it's one of the main areas I want to stress during my administration. This growth can occur by increasing NESRA's visibility. In the past,

excellent attempts were made to do just that, such as featuring articles on NESRA and its members in major publications. I'd like to see more of that—we need to put the word out on NESRA and get our name in front of the public eye.

Once again, this can only be achieved with the help of our membership. As president, communication and the involvement of the whole membership are goals I want to strive for. All our members—from the local chapters to the regions through national—need to get involved and participate in our organization. I foresee a total infusion of all members into one dynamic, complete organization. This way, we can spread the word on NESRA and the benefits of employee services and recreation.

I'd like my administration to be remembered as an aggressive and progressive term of office. I want to lead NESRA into the future.

ESM: What is a realistic membership goal for NESRA in the upcoming years?

HOLLINS: Certainly, the potential is there to increase our membership by two-fold. If we continue to provide the excellent services that our members need and want, I'd say that it is not unrealistic to expect our membership to grow to 10,000 within the next five to ten years. It's going to take a lot of hard work, and as I've already said, we're going to have to increase NESRA's visibility. But it's not impossible—it can be done.

ESM: Where do you see the greatest potential for NESRA's growth?

HOLLINS: Recently, we've been looking to the chapters for membership growth, and we've been quite successful.

But I think we've got to concentrate on that individual member and small company as well. We have to make an effort to attract personnel directors,

multiple-hatters and other human resource professionals as well. We must diversify in order to expand our membership.

ESM: Chapters have been called the building blocks of an organization. Do you agree with this, and what role do you see chapters playing in NESRA in the future?

HOLLINS: Chapters have been an important part of our organization for a long, long time, and I think that the trend toward chapters will continue. Naturally, chapters increase membership, but they provide additional benefits as well. Chapters serve as a resource for companies on a local level. They also function as a visible representative of the national organization on a local level. Chapters can act as a liaison between NESRA and local communities and businesses. Overall, I feel that chapters are vital to continue our success . . . they have a big role to play in NESRA's future.

ESM: How can communication between regions and chapters be improved?

HOLLINS: To be effective, there must be a total interface of communication between the three levels of our organization. The national organization must communicate to the regions, and the regions must pass the word along to the local chapters. We can't have one without the other; we need to keep the chain of communication flowing.

ESM: What challenges do you and NESRA face in 1985?

HOLLINS: With the ever-increasing diversity of employee services and the growing number of various high-tech companies entering the market, our top priority is to effectively serve and work with the many multiple-hatters in the



"Whether companies realize it or not, we're a big part of that so-called 'bottom-line' that they're all after—profits."

field. We have to ensure that NESRA is a front runner in the human resources field. To do this, we must keep our membership current, and we must help them remain on top of the many trends and changes that are going to be taking place.

ESM: How do you think NESRA can meet these challenges?

HOLLINS: I think we must keep our people trained, both through conferences and workshops, and we must secure current information for our publications, magazine and newsletters.

We are in the midst of the information age. NESRA can best serve its members by supplying them with the data and information that they need to better do their jobs.

ESM: What do you see as NESRA's greatest strengths?

HOLLINS: Most certainly, our members. One of the unique aspects of NESRA, and undoubtedly one of our greatest assets, is the diversity of our membership. Through them, we have a wealth of information and resources.

We're all in this together. By helping each other out and sharing our knowledge and experience, we can avoid re-inventing the wheel.

ESM: What areas or weaknesses does NESRA need to work on?

HOLLINS: I think that we can probably improve on a couple of things. You can never have too much publicity or enough communication and promotion. We have to carry the message of who we are and what we are out to the public and to other companies in the field.

ESM: Should NESRA take a stand on current issues, especially those affecting employees and the workplace?

HOLLINS: NESRA has been and will increasingly become more actively involved in public issues. We need to do more lobbying—at a local and national level—on those issues which will affect the workplace.

Whether companies realize it or not, we are a big part of that so-called "bottom-line" that they're all after—profits. Employee services and recreation affects employees in a positive way, which in turn makes them more productive.

I don't feel that we should get caught up in any controversial issues, but we do need to take a stand on certain issues such as worker's compensation as it relates to recreation, fitness in the workplace, and nonsmoking work areas.

Leroy Hollins

ESM: How can NESRA's board of directors better serve its members?

HOLLINS: I think that the board can better serve our members by being open and by being available to the membership. By getting out and meeting and working with the people, by attending chapter meetings and local and regional conferences, by having a good ear and being available to listen to the needs and problems of our membership, the board can better assess their needs and come up with solutions. But an open line of communication is essential. There should be two-way communication between the board of directors and our members.

ESM: The growth of any field depends on the educational development of its members. Do you feel that our colleges and universities are adequately preparing students for positions in the employee services field? Should NESRA be more involved in setting educational standards?

HOLLINS: Recently, NESRA has been involved with certain universities, working with them to set up a curriculum. More and more colleges are coming to us and asking for our advice, and I anticipate that this will continue as the field continues to grow. Certainly, the visibility of our profession has reached a point where colleges must develop some criteria for setting up employee services and recreation programs.

ESM: The theme for NESRA's 1985 Conference is "Employee Services and Recreation: A Beacon to the Future." How would you explain this?

HOLLINS: Certainly, a conference is the showcase of any organization. As in the past, we have chosen a theme which we feel demonstrates the path which NESRA is taking. We feel that

NESRA has its eye on the future—we are on the cutting edge of the human resources field. By keeping up with the current trends and developments in the workforce, NESRA can offer innovative leadership to the human resources field. Employee services and recreation is undoubtedly an integral and necessary part of the workplace, both today and tomorrow.

ESM: Do you think that employee services and recreation is gaining more management support?

HOLLINS: I think management is becoming even more interested in and aware of the importance of employee services and recreation programs, and they're looking to support them more because of the stiff competition in the market place to gain and keep qualified employees. More than ever, employees are asking their employers what they have to offer besides a paycheck, what type of activities they and their families can participate in.

Any sound management wants what's best for their employees, and employee services and recreation is certainly in both the employees' and employer's best interests.

ESM: How would you explain your philosophy of employee services and recreation?

HOLLINS: Employee services and recreation is certainly a vital part of the total work experience. I think it has its position within any company structure, just like profit-sharing, insurance, or any other employee benefit. Employee services and recreation is a fringe benefit to the employee as part of a group—it's a benefit the employee could not get on his or her own.

I think employee services and recreation enhances employees' attitudes toward their job, toward their employer and toward their work. It's a positive incentive to the employee; paychecks alone cannot always do the job of motivating. We are one com-

ponent that assists in overall job satisfaction.

ESM: Where do you see NESRA in the future?

HOLLINS: NESRA is well on its way to becoming a dynamic and influencing force; we're on the brink of becoming the leader in the human resources field.

What NESRA must do—and this is extremely important—is act as an ambassador in spreading the word on the benefits of employee services and recreation. We cannot just sit back. We've got to take that message to more people.

We've got to keep on preaching that employees are a company's most valuable resource. We have a mission to humanize the workplace. We've got to disseminate that message more effectively, more often, and more consistently, each and every day.

Right now, the field of employee services is broadening to include programs such as day care, counseling, and retiree programs, to name a few. As more high-tech companies enter the field, we must be prepared to involve many other areas in our field.

We must broaden our scope so that we can serve as an umbrella for these many various areas of employee services and recreation. In the long run, this can only enhance our position within the field.

ESM: If you had one wish for NESRA in the coming year, what would it be?

HOLLINS: To keep our momentum going and to branch out into other areas. We've got to keep moving on, full gear ahead.

ESM: What message would you like to leave with NESRA members and employee services managers?

HOLLINS: We're all in this together. We must stand together and pull together in order to make NESRA an even stronger team.

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SHEAR MADNESS

Charles Playhouse/Stage II
74 Warrenton St.
Boston, MA 02116 / (617) 451-0195
Mayfair Theatre
636 S. Michigan Ave.
Chicago, IL 60605 / (312) 786-9317
Curtains Theatre
2031 Sansom St.
Philadelphia, PA 19103 / (215) 557-7225

Shear Madness is the award winning comedy whodunit that lets the audience play armchair detective. Now playing in Boston, Chicago and Philadelphia. Generous group discount rates—only \$10.00. Hotel and dinner packages available in all cities.

SWERSEY'S CHOCOLATES

54-01 Grand Ave.
Maspeth, NY 11378 / (718) 497-8800
Contact: John Swersey

Swersey's Chocolates' group buying plan provides the finest quality chocolates and gift items at special NESRA wholesale prices. Employee associations can deliver substantial savings to employees or use as a holiday fundraiser during Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day.

**UNITED STATES RECREATIONAL
SKI ASSOCIATION**

2901 S. Pullman
Santa Ana, CA 92705 / (714) 250-7153
Contact: Ed MacArthur

NESRA members' employees can receive a \$9 discount off \$24 individual rate. USRSA members receive the Skier's Passport, with over \$4,000 worth of discounts on lift tickets, lodging, food, rentals, and more. Over 100 days of free skiing across the country, \$300 ski theft reimbursement, 14 issues of U.S. Ski News/The Recreational Skier, and special events at popular resorts like Vail, Colorado, Stratton, and Vermont.

WET 'N WILD, INC.
6200 International Drive
Orlando, FL 32819 / (305) 351-1800
Contact: Janet Wilk

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet 'n Wild has parks located in Orlando, FL, Las Vegas and Arlington, Texas.

FAMILY ENTERTAINMENT CENTERS

ADVENTURELANDS OF AMERICA, INC.
I-80 at Hwy. 65, P.O. Box 3355
Des Moines, IA 50316 / (515) 266-2121
Contact: Rick Kolz

Adventurelands is a theme amusement park offering over 100 rides, live shows, shops, games and restaurants. NESRA \$1.00 discount on admission. Facility also features motel with 130 rooms and campground with 300 sites. Complete accommodations.

BRUNSWICK RECREATION CENTERS
One Brunswick Plaza
Skokie, IL 60077 / (312) 470-4184
Contact: Randy Wagner, marketing service manager

Brunswick, the largest chain operator of family bowling and recreation centers worldwide, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

CANADA'S WONDERLAND LTD.
P.O. Box 624
Maple, Ontario, Canada LOJ 1EO / (416) 832-7000
Contact: Ann Sargent

A 370-acre theme park, Canada's Wonderland features live shows, thrill rides, attractions, restaurants and boutiques, all in an incomparable setting. Fun for the whole family.

CIRCUS WORLD, INC.
P.O. Box 800 (Intersection I-4 and U.S. Highway 27)
Orlando, FL 32802 / (305) 422-0643 or (813) 424-2421
Contact: Jan Lee

Circus World offers Ringmaster Club Cards for discount admission and merchandise purchases, company outing/picnic facilities available with menus, and private (evening) parties including reception, dinner and entertainment packages. Contact the Group Sales department for details.

CREATIVE PROGRAM DESIGN, INC.
P.O. Box 476
West Hartford, CT 06107 / (203) 236-1983
Contact: Robert Stern

Creative Program Design is dedicated to designing, creating and delivering the most imaginative, high caliber entertainment and recreational programs available today. CPD is a full service company offering consultation, development and custom packaging of theme parties, novelty attractions and music.

DARIEN LAKE
Darien Center, NY 14040 / (716) 599-4501
Contact: Vic Nolting

NESRA members are invited to experience Darien Lake, America's newest and New York State's largest major theme park, with over 2,000 campsites, 200 R.V. rental units, rides, lakes, live shows, food outlets and much, much more!

FAIR LANES, INC.
1112 N. Rolling Rd.
Baltimore, MD 21228 / (301) 788-6300
Contact: Rich Florence

Motivate your employees. Offer a group activity where they can find success and be recognized at no cost to your company. Contact Fair Lanes and ask how you can have a FREE BOWLING PARTY to determine your group's league bowling interest.

FLORIDA'S SILVER SPRINGS/ FLORIDA'S WEEKI WACHEE
P.O. Box 370
Silver Springs, FL 32688 / (904) 236-2121
Contact: Margaret Spontak

KINGS ISLAND
c/o Group Sales
Kings Island, OH 45034 / (513) 241-5600
Contact: Jerry Greager

A 1,600-acre family entertainment center, Kings Island is a six-themed area amusement park with over 100 rides, attractions and shows. A Jack Nicklaus 36-hole golf and tennis sports center, the College Football Hall Of Fame, two full service motels, campgrounds, and the Outlet Mall are among the many attractions. Discounts available.

MADISON SQUARE GARDEN
4 Pennsylvania Plaza
New York, NY 10001 / (212) 563-8080
Contact: Patrice Fearon

RADIO CITY MUSIC HALL ENTERTAINMENT CENTER
1260 Avenue of The Americas
New York, NY 10020 / (212) 246-4600
Ticket Availability: (212) 757-3100
Contact: Frank Supovitz

NESRA members can enjoy a 25% discount on tickets to Radio City's world famous Christmas and Summer Spectaculars, featuring the Rockettes. Discounts on dining, sightseeing and other bonuses. Advance notice of many popular concerts.

QUEEN MARY & SPRUCE GOOSE ATTRACTIONS
Pier J, P.O. Box 8
Long Beach, CA 90801 / (213) 435-3511
Contact: Randy Thomas

Visit the world's largest ocean liner afloat and the biggest airplane ever built—The Queen Mary & Spruce Goose Attractions. In addition to the many attractions, there is the unique 387-room Motel Queen Mary, three restaurants, thirty-five boutiques and shops and six lounges. Voyager Club offers NESRA member company employees 10% off combination attraction tickets.

SEA WORLD OF FLORIDA
7007 Sea World Drive
Orlando, FL 32821
Toll Free: 800-327-2420
Contact: Chuck Coates

SESAME PLACE
P.O. Box 579
Langhorne, PA 19047 / (215) 752-7070
Contact: Lois Penn

SOUTH STREET SEAPORT MUSEUM
207 Front Street
New York, NY 10038 / (212) 669-9448
Contact: Illeana Hoffman

UNIVERSAL CITY STUDIOS, INC.
100 Universal City Plaza
Universal City, CA 91608 / (213) 508-3793

Contact: Rose Cone

WALT DISNEY'S MAGIC KINGDOM CLUB

P.O. Box 4489
Anaheim, CA 92803 / (714) 999-4000

Contact: Bob Baldwin

Walt Disney's Magic Kingdom Club offers a variety of leisure benefits and programs to employees of more than 21,000 participating organizations throughout the United States, Canada, Mexico and the Orient.

WISCONSIN DELLS VACATION CLUB

P.O. Box 65
Wisconsin Dells, WI 53965 / (608) 253-3031

Contact: Thomas Diehl

FITNESS EQUIPMENT/ FACILITIES/SERVICES

THE ATHLETIC INSTITUTE

200 Castlewood Street
North Palm Beach, FL 33408 / (305) 842-3600

Contact: Dustin Cole

CYCLE VISION TOURS, INC.

1020 Green Valley Rd. N.W.
Albuquerque, NM 87107 / (505) 345-5217

Contact: George Dixon

Cycle Vision features the VIDEOCYCLE—video tapes developed for use with exercise bicycles. Combining the motion of beautiful oncoming scenery with an efficient exercise program, Videocycle is ideal for employee fitness programs and creates incentive for regular exercise. An enjoyable and effective diversion from the daily routine.

FITNESS/HEALTH PROMOTION SHOW

243 Vallejo Street
San Francisco, CA 94111 / (415) 788-3315

Contact: Janet Offel

**HEALTH MEDIA DISTRIBUTORS,
INC.**

629A Mt. Pleasant Road
Toronto, Ontario M4S 2M9 / (416) 488-7885

Contact: Lorne Cole

Distributors of educational/motivational films and videotapes produced specially for the health promotion market, Health Media Distributors provides a wide range of products, including a series of six films on major health and fitness concerns and

their application to the workplace. Special films on heart disease and stress management with involvement of the world's leading experts are also offered. Available in all formats, these films are offered at a 20% discount to NESRA members.

HYDRA FITNESS INDUSTRIES

2121 Industrial Blvd.
Belton, TX 76513
Toll Free: 800-433-3111

Contact: Jack Mendel

KLAFS SUNLIGHT CORPORATION

525 W. University Drive
Arlington Heights, IL 60004 / (312) 870-7748

Contact: Ray Lotter

MARCY GYM EQUIPMENT CO.

2801 W. Mission Rd.
Alhambra, CA 91803 / (619) 570-1222

Contact: Parker Mahnke

MUSCO SPORTS LIGHTING, INC.

2107 Stewart Road
P.O. Box 14
Muscatine, IA 52761 / (318) 263-2281

Contact: Jeanie Bieri

Lighting recreational and athletic fields, Musco offers design, manufacture, installation and financing of sports field lighting systems.

PROFESSIONAL SERVICES/INFORMATION

AMERICAN HEALTH CONSULTANTS

67 Peachtree Park Drive, NE
Atlanta, GA 30309 / (404) 351-4523

Contact: Lynn Shoenig

American Health Consultants publishes Employee Health and Fitness newsletter, which provides updates on the latest information concerning employee health promotion.

**BERKEY FILM PROCESSING,
DIVISION OF BERKEY PHOTO,
INC.**

1 Water Street
White Plains, NY 10601 / (914) 997-9700

Contact: Gordon Addington

Berkey is a supplier of amateur film processing products and services, including developing and printing of color and black & white film, slides, movies, reprints, enlargements and photo merchandise items.

GARDENS FOR ALL

180 Flynn Avenue

Burlington, VT 05401 / (802) 863-1308

Contact: Larry Sommers

HASTINGS & CHIVETTA

ARCHITECTS AND PLANNERS
231 S. Bemiston, Suite 450
St. Louis, MO 63105 / (314) 863-5717

Contact: J. James Flynn

Specialists in corporate recreation facilities, Hastings & Chivetta offers a full range of services from feasibility studies through architectural design.

**NATIONAL ASSOCIATION OF
MATURE PEOPLE**

2212 NW 50th Street, #148
Oklahoma City, OK 73112 / (405) 848-1832

Contact: Richard Shephard, executive director

**NATIONAL RECREATION
CONSULTANTS**

148 Lynnwood Drive
Longmeadow, MA 01106

Contact: Michael Bergen

National Recreation Consultants are the writers and consultants of "How To Have Fun At Work"—the complete "how to" book on starting and continuing successful recreation programs at work, which will be published soon. This book will revolutionize employee recreation across the country. Write today for details.

SMOKENDERS

800 Roosevelt Road E-306
Glen Ellyn, IL 60137 / (312) 790-3328

Contact: E. Phelps Nichols

Smokenders is a smoking cessation program without fear, scare tactics, drugs, hypnosis, embarrassment or electric shocks. Special programs for groups and companies. Help employees become free of the addiction, add years to their lives and save hundreds of dollars a year.

**WEIGHT WATCHERS
INTERNATIONAL, INC.**

800 Community Drive
Manhasset, NY 11030 / (516) 627-9200

Contact: M. Jane McIntosh

Weight Watchers International, Inc., a subsidiary of the H. J. Heinz Company, is the world-wide leader in weight control. Weight Watcher's new At Work Program is based on our nutritious, proven weight-loss plan, and responds to the unique needs of the working person. The At Work Program provides the corporation with a popular, low-cost and easily administered employee program.

PROGRAM SUPPLIES

AMERICAN PLAYGROUND DEVICE CO.
P.O. Drawer 2599
Anderson, IN 46011 / (317) 642-0288
Contact: Phillip Miller

Since 1911, American Playground has handled the world's finest park, picnic, playground and pool and beach equipment, including heavy-duty bicycle racks, basketball, softball and baseball backstops, regulation tennis and sport nets, flag poles and patented picnic grills.

AWARDS BY KAYDEN
909 Main Street
Antioch, IL 60002 / (312) 395-2900
Contact: Daniel Dreyer

CLYDE A. SHORT COMPANY
P.O. Drawer 310
Shelby, NC 28150 / (704) 482-9591
Contact: Director of Sales/Mgmt.

CREATIVE CASTERS
9931 Franklin Ave.
Franklin Park, IL 60131 / (312) 678-2244
Contact: David Kane

FUN SERVICES, INC.
221 E. Cullerton Street
Chicago, IL 60616 / (312) 225-8187
Contact: Brian E. Russell
Franchise system of offices across the country that help people with company picnics and parties. Fun Services can supply a variety of games and programs for both adults and children. To locate office nearest you, call 1-800-621-1570.

LANDMARK PRODUCTS COMPANY
314 North 11th Street
Blue Springs, MO 64015
Toll Free: 800-624-7777
Contact: Russell Mende

Creators of the My Family™ line of advertising products (My Dad™ /My Mom™ Works for . . . T-shirts), Landmark Products offers a full range of imprinted jackets, caps and other quality of worklife employee recognition gifts.

LEARN INCORPORATED
113 Gaither Drive
Mt. Laurel, NJ 08054 / (609) 234-6100
Contact: Lee C. Attix

NORTH AMERICAN MARKETING CORP.
1260 Silas Deane Highway

Wethersfield, CT 06109 / (203) 563-3776
Contact: James Tillona

PRECISION DYNAMICS CORPORATION
13880 Del Sur Street
San Fernando, CA 91340 / (818) 897-1111

Contact: Maryanne Drury
Precision Dynamics offers access and crowd control identification wrist bracelets.

RECREATION, SPORTS & LEISURE MAGAZINE
50 South 9th Street
Minneapolis, MN 55402 / (612) 333-0471

Contact: Mary Goddard
Recreation, Sports & Leisure is a product tabloid magazine directed at the professional interest of managers of parks, resorts, schools, clubs, condominiums and other fitness and leisure facilities. Also published is Resource, a directory of products and services for the managed recreation industry.

TROPHYLAND, U.S.A., INC.
7001 W. 20th Ave.
P.O. Box 4606
Hialeah, FL 33014 / (305) 823-4830
Toll Free: 800-327-5820 (coast to coast)
800-432-3528 (in Florida)

Contact: Paul Fields

Manufacturers of the world's largest selection of all-occasion awards, Trophyland features trophies, plaques, desk sets, high quality silver-plate, medals, medallions and other incentive awards. Buying factory direct means substantial savings. Call or write for free 88-page full color catalog.

SPORTING GOODS/ INFORMATION

AMATEUR SOFTBALL ASSOCIATION OF AMERICA
2801 N.E. 50th Street
Oklahoma City, OK 73111 / (405) 424-5266

Contact: Don Porter

AMERICAN BOWLING CONGRESS
5301 South 76th Street
Greendale, WI 53129 / (414) 421-6400
Contact: Jack Mordini

American Bowling Congress is a non-profit, non-commercial voluntary membership organization providing goods and services to

its nearly 4 million members actively involved in the sport of American tenpins.

BLUMENFELD SPORT NET CO.
P.O. Box 298
Laporte, IN 46350 / (219) 362-9010
Contact: Bruce Wilkinson

CHAMPION PRODUCTS, INC.
3141 Monroe Ave.
Rochester, NY 14618 / (716) 385-3200
Contact: Ron Guarino

FLAGHOUSE, INC.
18 West 18th St.
New York, NY 10011 / (212) 989-9700
Contact: Tamara Levi

Flaghouse is a recreational and athletic supplier which can provide you with your every need for fitness programs and team activities. Special bonus offers available; bids on orders over \$75.00. Flaghouse will outfit your whole team, supply entire fitness center, or sell you one bowling ball. 152 page catalog features 2500+ items.

JAYFRO CORPORATION
Box 400
Waterford, CT 06385 / (203) 447-3001
Contact: Evelyn Kroll

Jayfro manufactures quality athletic, recreation, physical education, gymnastic and exercise equipment and has served the institutional market for over 33 years with top quality, delivery and service. A special discount is extended to NESRA members purchasing equipment for employee programs.

MUEHLEISEN MANUFACTURING CO.
1100 N. Johnson Ave.
El Cajon, CA 92020
Toll Free: 800-654-8567
800-321-0756 (CA)
Contact: Denise Stickney

Muehleisen offers individual as well as group exercise and aerobic mats. Some styles available with corporate logo. Also available: gym floor covers, athletic field covers, baseball backstop padding and emblems. Send for current catalog and price list.

NATIONAL GOLF FOUNDATION
200 Castlewood Dr.
North Palm Beach, FL 33408 / (305) 844-2500
Contact: Sheridan Much

NATIONAL RIFLE ASSOCIATION
200 Rhode Island Ave., N.W.

Washington, D.C. 20001 / (202) 828-

6000

Contact: John Grubar

U.S. GAMES, INC.

P.O. Box 360874

Melbourne, FL 32936

Toll Free: 800-327-0484

Contact: Ted Warren

SPORTSWEAR

ARTEX MANUFACTURING CO., INC.

7600 Wedd

Overland Park, KS 66204 / (913) 631-4040

Contact: John R. Lee

COLLEGIATE PACIFIC COMPANY

81 Adams Drive

Totowa, NJ 07512 / (201) 256-8600

Contact: Stephen Setterlund

Collegiate Pacific offers wholesale, imprinted sportswear, including silk screening and embroidery on t-shirts, jerseys, fleece wear, jackets, hats, shorts, and polo shirts, and factory production of pennants, pillows and banners.

KING LOUIE INTERNATIONAL,
INC.

13500 15th Street

Grandview, MO 64030 / (816) 765-5212

Contact: Michael Milens

Manufacturers of imprintable wearables, including jackets, shirts, sweaters, bowling shirts and caps, King Louie's full service includes silkscreening, direct embroidery, emblems and heat transfers. Low minimums with no commitment.

WEARHOUSE, INC.

10722 Hanna St.

Beltsville, MD 20705 / (301) 937-4843

Contact: Sam Waterworth

TRAVEL ACCOMMODATIONS: HOTELS/RESORTS/ CRUISELINES

ALSONETT HOTELS

Royal Palms Inn

5200 E. Camelback Road

Phoenix, AZ 85018 / (602) 840-3610

Contact: Patricia Ryan

AMERICAN SKI ASSOCIATION

1580 Logan, Suite 550

Denver, CO 80203 / (303) 861-7669

Contact: David Osborne

The American Ski Association is a non-profit association representing the rights and interests of all recreational skiers. The Association is dedicated to insuring the continued availability of a high quality ski experience at a reasonable price. 50% discount for NESRA members only!

ARIZONA BILTMORE HOTEL

24th St. & Missouri

Phoenix, AZ 85016 / (602) 954-2523

Contact: Sindy Callaghan

ASCUTNEY MOUNTAIN RESORT

BOX 29

Brownsville, VT 05037 / (802) 484-7711

Contact: David West

Ascutney Mountain Resort, in Brownsville, Vermont, is offering special discounts on ski & stay packages to participating NESRA companies. Resort facilities include 1530-foot vertical, 31 trails, 60% snowmaking, x-country, 100-unit slope condo/hotel, and a sports/health center.

BOSTON PARK PLAZA HOTEL

50 Park Plaza

Boston, MA 02117 / (617) 426-2000

Contact: Theresa Ryan

BROWN'S HOTEL

Route 52

Loch Shel Drake, NY 12759 / (914) 434-5151

Contact: Sherwin Harrison

CATALINA CRUISES

P.O. BOX 1948

San Pedro, CA 90733 / (213) 547-1162

Contact: Alice Ward

CONNEXION CRUISES

9777 "M" Street

Omaha, NE 68127 / (402) 592-4100

Toll Free: 800-228-2550

Contact: Anne Grace

Connexion Cruises is a travel program offered to corporations. NESRA member participation makes all employees eligible for substantial discounts on selected sailings listed in the Connexion Cruises brochure. Connexion Cruises offers your employees a choice of four cruise lines and 88 cruises with worldwide itineraries in 1985.

CROSSWAY INN & TENNIS RESORT

3901 N. Atlantic Ave.

Cocoa Beach, FL 32931 / (305) 783-

2221

Contact: David Spain

DAYS INNS OF AMERICA, INC.

2751 Buford Highway, NE

Atlanta, GA 30324 / (404) 325-4000

Contact: Susan Blackburn

Days Inn offers Day Traveler, a coupon booklet that is a complimentary book good for savings of up to thirty percent on NESRA member employees' hotel rooms at participating Days Inn hotels. Contact Director of Sales Promotions for copies of Day Traveler.

THE FONTAINBLEAU HILTON

4441 Collins Avenue

Miami Beach, FL 33140 / (305) 538-

2000

Contact: Leisure Sales Manager

The Fontainbleau Hilton is a deluxe tropical resort hotel featuring elegant accommodations, a myriad of sporting activities and dining for every mood, from beach side bistro to classic gourmet cuisine. NESRA members receive discounts between \$10-60 off our popular vacation packages. Details available from Leisure Sales Manager.

GRENELEFE GOLF & TENNIS
RESORT

3200 State Road, #546

Grenelle, FL 33844 / (813) 422-7511

Contact: Nene Peters

HACIENDA HOTEL & CASINO

3950 Las Vegas Blvd., S.

Las Vegas, NV 89119 / (702) 739-8911

Contact: Clem Bernier

HARRAH'S

1725 Atlantic-Brigantine Blvd.

Atlantic City, NJ 08401 / (609) 441-5000

Contact: Ted Bergman

HILTON INNS—ORLANDO/

KISSIMMEE

7400 International Dr.

Orlando, FL 32809 / (305) 351-9034

Contact: Paul "Pete" Edwards

At Hilton Inns Orlando/Kissimmee you'll find a sunny garden paradise, surrounded by lush gardens and sparkling pools. Hilton Inns have established a tradition of quality accommodations and service. Hilton Inns is your entrance to meetings, conventions or the vacation of a lifetime.

HILTON INTERNATIONAL NEW

YORK

Three World Trade Center-2nd Floor

New York, NY 10158 / (212) 938-9100
Contact: John Reinacher

HOLIDAY INNS, INC.
5850 T. G. Lee Blvd., Suite 320
Orlando, FL 32812 / (305) 851-4023
Contact: Laurie Cardenuto

Up to 50% discount rates and packages for employees of NESRA companies at select Florida Holiday Inn Hotels in Orlando, Cocoa Beach, Miami and Miami Beach. Twenty group packages, including attraction tickets, also available. "Value Season" specials offered periodically for additional savings. Color brochures upon request.

HOTEL PROPERTIES OF AMERICA
c/o Roth Graham
6465 Wayzata Blvd.
Minneapolis, MN 55426 / (612) 542-8480
Contact: John Andrews

INDIANHEAD MOUNTAIN RESORT
Indianhead Rd.
Wakefield, MI 49968 / (906) 229-5181
Contact: Thomas Britz

INTERLAKEN LODGE/VILLAS
Highway 50 West
Lake Geneva, WI 53147 / (414) 248-9121
Contact: Dan Hope

Interlaken Resort and Spa Hotel features complete guest services and resort recreational facilities. 10% discount on European room rates and all Interlaken country spa package plans to NESRA members.

JACK McCORMACK & CO., INC.
160 Central Park, South, Suite 319
New York, NY 10019
Toll Free: 800-247-1166
Contact: Greta Christiansen

Jack McCormack & Co. offers discounts of 20-25% off various cruiselines, hotels, and resort properties. Seven, ten, fourteen day cruises to Caribbean, Mexico, Europe, the Orient, Trans Canal, Trans Atlantic and Alaska. Hotels/Resorts located in Poconos of Pennsylvania and Atlantic City, NJ.

KILLINGTON SKI AREA/MOUNT SNOW SKI AREA
Killington Rd.
Killington, VT 05751
Toll Free: 800-422-3333
Contact: John Clifford

LOEWS HOTELS
666 5th Avenue
New York, NY 10103 / (212) 841-1529
Contact: Eileen Healy

MILFORD PLAZA HOTEL
270 West 45th Street
New York, NY 10036 / (212) 869-3600
Contact: Jody Greenberg

PACE MANAGEMENT OF FLORIDA
4311 W. Vine Street
Kissimmee, FL 32741 / (305) 396-4213
Contact: Jeannie Phelps

RAMADA COURT OF FLAGS HOTEL
5715 Major Blvd.
Orlando, FL 32819 / (305) 351-3340
Contact: Wilbur Houston

RAMADA INNS, INC.
3838 E. Van Buren
Phoenix, AZ 85008 / (602) 273-4370
Contact: John Gregory

REGENT INTERNATIONAL HOTELS
122 E. 55th St.
New York, NY 10022 / (212) 935-4950
(NY)

Toll Free: (800) 545-4000
Contact: Susan Petri

Regent International offers a 1,000-acre plantation located on the north shore of Puerto Rico—the Cerramar Beach Hotel, with 508 air-conditioned rooms, each with an ocean view, just steps away from the beach. Exclusive savings to NESRA employees only on total vacation packages—available June 1 to October 1, 1985.

RESORT INNS OF AMERICA
5606 Gulf Blvd.
St. Petersburg, FL 33706 / (813) 360-2731
Contact: Patsy Gregory

ROADWAY ORLANDO SOUTH MOTOR INN
4049 South Orange Blossom Trail
Orlando, FL 32809 / (305) 843-1350
Contact: Ms. Sandy Nomey

SAGE HOTELS CORP.
575 Commonwealth Ave.
Boston, MA 02215 / (617) 262-2900
Contact: Terry Ryan

SANIBEL ISLAND HILTON INN
937 Gulf Drive
Sanibel Island, FL 33957 / (813) 472-3181
Contact: Dir. of National Sales

SAUNDERS HOTELS
64 Arlington St.
Boston, MA 02117 / (617) 426-2010
Contact: Ann M. Visvis
Saunders Hotels include the Boston Park Plaza Hotel (\$80-\$115), The Plaza Towers

in Boston (\$100-\$140), Copley Square Hotel in Boston (\$54-\$80), and Lenox Hotel in Boston (\$70-\$115).

SEABROOK ISLAND RESORT
P.O. BOX 32099

Charleston, SC 29417
Toll Free: 800-845-2475
800-845-5531 (for reservations)
800-922-2401 (in South Carolina)
Contact: Frank Oliveto

Seabrook Island is a 2200-acre oceanside resort just 23 miles from historic Charleston. Nationally acclaimed golf, tennis, deep-sea fishing, children's activities, horseback riding, over 3 mi. of uncrowded beach, dining and villa accommodations. 30% off published villa rates or 10% off package rates year-round. Ask for NESRA discount.

SHERATON TUCSON EL CONQUISTADOR

10000 North Oracle Rd.
Tucson, AZ 85716 / (602) 742-7000
Contact: Elaine Stevens

The El Conquistador is a self-contained luxury resort featuring 440 rooms, golf, tennis, horseback riding, spa, three restaurants and four lounges. 1985 rates: Jan-May—\$80; June-Sept.—\$40; Oct.-Dec.—\$80. Based on availability. Identify NESRA when calling.

STOUFFER HOTELS

625 North Michigan Ave., Suite 1225
Chicago, IL 60611 / (312) 649-1800
Contact: Steven Eichberg

Stouffer offers new and exciting hotels located in Mobile, Scottsdale, Atlanta, Maui, Chicago, Cedar Rapids, Boston, Tattle-Creek, St. Louis, Rochester, White Plains, Winston-Salem, Cleveland, Columbus, Dayton, Valley Forge, Houston, Washington D.C., Seattle. Opening soon in Denver, Los Angeles, Baltimore. Please write for more information regarding programs in these cities.

SURFSIDE RESORTS:

Ramada Inn-Surfside
Pirates Cove Beach Lodge
TraveLodge, Daytona Oceanfront
3125 South Atlantic Ave.
Daytona Beach, FL 32018 / (904) 788-1000
Toll Free: 800-874-6996
800-342-4902 (Florida)

Contact: Joanne DeMarco

Surfside Resorts include 3 luxury hotels, all Oceanfront. A wide array of accommodations to choose from, including large efficiencies and suites. Fine dining & entertainment in our restaurants & cocktail lounges. Convention, meeting & banquet facilities available for up to 250 persons. Heated pools, game rooms, gift shops. Centrally located to all major East Coast and Central Florida attractions; lodging discounts up to 25% for NESRA members!!

TROPICANA HOTEL AND COUNTRY CLUB

3801 Las Vegas Blvd. So.

Las Vegas, NV 89109

Toll Free: 800-634-4000

Contact: Maria Fleming

The Tropicana features 1150 luxurious rooms, seven restaurants, an 18-hole championship golf course, a stunning Tiffany domed casino, and the world famous Folies Bergere. Tropicana's Frequent Visitor Club—Trop One Club—offers NESRA members a 40% discount on membership.

WEEKENDS UNLIMITED

c/o Ramada Hotel

1732 Canal St.

New Orleans, LA 70112

Toll Free: 800-435-6652

800-535-6652 (outside LA)

Weekends Unlimited offers special rates at luxurious hotels in Atlanta, Houston and New Orleans on any weekend through the year. Call us now to sign up your company for this free employee incentive program.

WESTIN HOTELS

The Westin Building, 2001 Sixth Ave.

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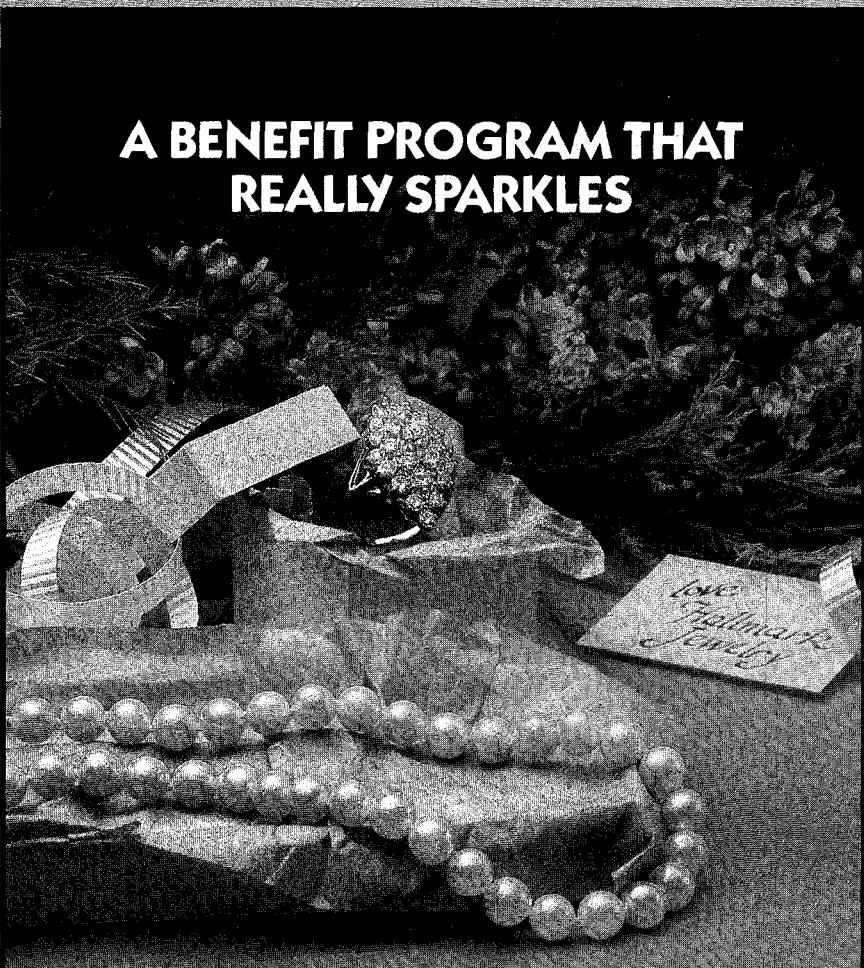
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There Is No Immunity

by Raymond G. Lapierre

Not too long ago the running world was shocked to hear of the death of author/runner Jim Fixx. Fitness enthusiasts across the country heard about the tragedy on the evening news, and the commentary left some doubt as to the benefits of running. There was even a little innuendo that running may have caused his death.

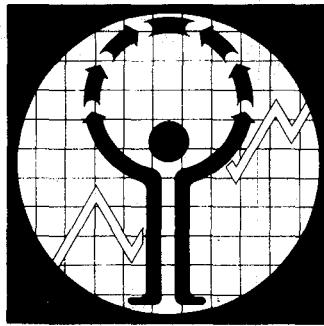
Fixx, internationally known author of the books *The Complete Book of Running* and *Jim Fixx's Second Book of Running*, was found dead at age 52. He was out alone for a ten-mile run along the backroads of Vermont, a practice he followed regularly to the tune of 80 to 90 miles a week.

To most runners, the news of Fixx's unexpected death was very disturbing. Supposedly, here was a man in peak condition who died after experiencing a cardiac arrest during his late afternoon jog.

Opponents of long-distance running used his death as an example of the ills of running. This school of thought was reinforced for millions of viewers when Swiss marathoner Gabriella Andersen-Schiess struggled through an audience debilitating last lap around the Olympic track and collapsed after crossing the finish line. The jogging community was wondering what to make of it all.

FIXX: HEADED FOR DEATH?

Now that the dust has settled and experts have had the opportunity to examine the circumstances surrounding the tragedy, some facts are emerging. Dr. Stephen P. Van Camp, a cardiologist in private practice and an associate professor in exercise physiology



at San Diego State University, addressed the circumstances leading to Fixx's death in an article in the September 1984 issue of *The Physician and Sportsmedicine*:

Fixx at age 36 was a man headed for a heart attack. He smoked two packs of cigarettes a day, was overweight (214 lbs) and exercised irregularly.

"To most runners, the news of Fixx's unexpected death was very disturbing . . . here was a man in peak condition who died after experiencing a cardiac arrest during his late afternoon jog."

He began running to regain fitness, stopped smoking, lost 50 lbs, and eventually became an avid runner and marathoner.⁵

For some, heart attacks come without warning; for others, and experts suggest Jim Fixx was among the latter group, there are some warning signals.

Fixx complained of exhaustion a few days prior to his death and told family members he felt a tightness in his throat while running. Both of these are a sign of angina, a common heart disease.

Heredity offered him another strong indicator. Fixx's father died of a heart problem at age 43. Experts placed Fixx in the high risk category based on heredity alone. The autopsy revealed two of Fixx's coronary arteries were sufficiently blocked to warrant a by-pass operation.

As it turns out, Jim Fixx was the rule and not the exception. His health condition and his exercise regimen suggested he would suffer cardiovascular problems while under physical stress, and that could equate to a 10- to 15-mile jog.

FOLLOWING DOCTOR'S ORDERS

We'll never know the reasons why Fixx did not seek medical advice. But the message is clear: even those who have a small risk of heart disease should seek a physician's advice on their exercise program.

Joggers who are now active should visit a doctor who is familiar with sportsmedicine. Those who are not now actively involved in exercise should see a doctor before they start. A physician will be able to identify the amount and type of exercise each individual can and should engage in.

Some type of cardiovascular exercise can generally be prescribed for just about everyone. For some it may be jogging or swimming, for others it may mean just walking.

"It's not so much the exercise itself, as the initial health of the individual

FITNESS/HEALTH BULLETIN

that determines the type and intensity of exercise," says Dr. Van Camp.

Dr. Ralph S. Paffenbarger, in a study of over 17,000 Harvard graduates ages 35 to 84, demonstrated that exercise was beneficial. He found those men who did strenuous exercise at least three times a week had about half as many heart attacks as those who were not active. He further concluded that even less vigorous exercise (i.e., tennis, walking) led to a decreased risk of coronary disease.

The message is clear: even those that have a small risk of heart disease should seek a physician's advice on their exercise program.

As recreation and fitness program administrators, we need to continue to encourage our employees to exercise for their own good. The Fixx tragedy also points to a need to encourage them to follow a physician's prescribed exercise guidelines. This is particularly true for the older generation and those just beginning on an exercise program. Perhaps your company can arrange for this advice for interested employees.

There is no question that habitual exercise is good for the heart. We need to remember that even if we are avid joggers, swimmers or athletes, we are not immune to these risks, and we need to check our physical system from time to time.

Raymond G. Lapierre is a NESRA Region IV Director.

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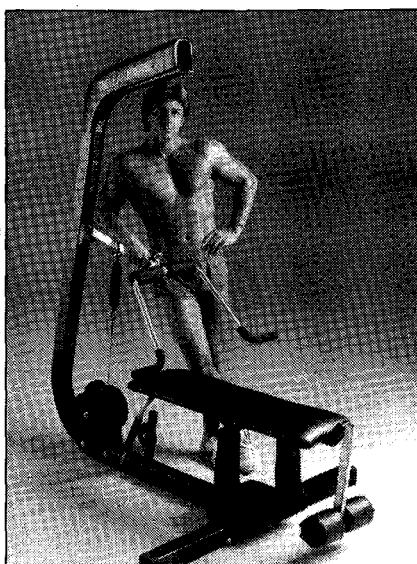
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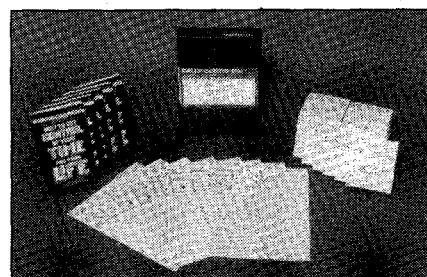
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The NESRA

NETWORK

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Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 827-0497.

Capital Area Recreation Council/Austin, Texas. Meets monthly. Contact Ann Costillo—(512) 250-6565.

Central Coast Industrial Recreation Council/Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

Central Ohio Employee Services and Recreation Association/Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

Cleveland Employee Services Association/Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222.

Dallas-Ft. Worth Metroplex Recreation Council/Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

Dayton Industrial Athletic Association/Dayton, Ohio. Meets the second Tuesday of the month. Contact George Mullen—(513) 227-5938.

Denver Area Employee Services and Recreation Association/Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Aranson. (303) 673-4267.

Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

Employee Service and Recreation Orange County/Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

Erie Recreation Services Association/Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Meets monthly. Contact William F. Osterloh—(618) 258-2905.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

Industrial Recreation Directors Association of New York/New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Grgory—(319) 395-3521.

League of Federal Recreation Associations/Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Harriet Kane—(617) 620-5510.

Metro Employees Recreation Chapter/Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Mickey Alderman—(313) 354-9154.

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Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Bebe Dorris—(615) 361-2475.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

Oakland Industrial Recreation Association/Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

San Antonio Corporate Recreation Association/San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

San Diego Industrial Recreation Council/San Diego, California. Meets the second Thursday of the month. Contact Jim Christian—(619) 586-3578.

Seattle Employee Services and Recreation Association/Seattle, Washington. Meets the last Wednesday of the month. Contact Vic Marshall—(206) 447-7691.

Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

Tri-County Industrial Recreation Council/Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

Washington Area Recreation and Employee Services Council/Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

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earable Programs and Support Services

Advertising Support Services

Pro/Fit's creative agency and in-house graphic arts department puts years of experience at your disposal for producing full color brochures, one, two, or three color and even black and white order forms tailored to meet your exacting wearables programs. Pro/Fit can meet the needs of any wearables program with complete follow through. NEW! Now available on request... The complete "Support Services" folder. All the information you need at your fingertips.



Corporate Identity
Increase awareness of a company's name logo with customers, employees and others. Make them fashionable "walking boards" for a corporation's identity.

Sales Incentives

Use a dealer's identity and involve with this company. It's a proven way to increase their commitment to and improve your sales and profits!

Sales Incentives

It's introducing a new product out an old one, Pro/Fit items in retail-level program a big

Employee Recognition

Whether you want to help build company pride, reward an outstanding performance or instill a positive team spirit, everyone appreciates a top-quality Pro/Fit sportswear item.

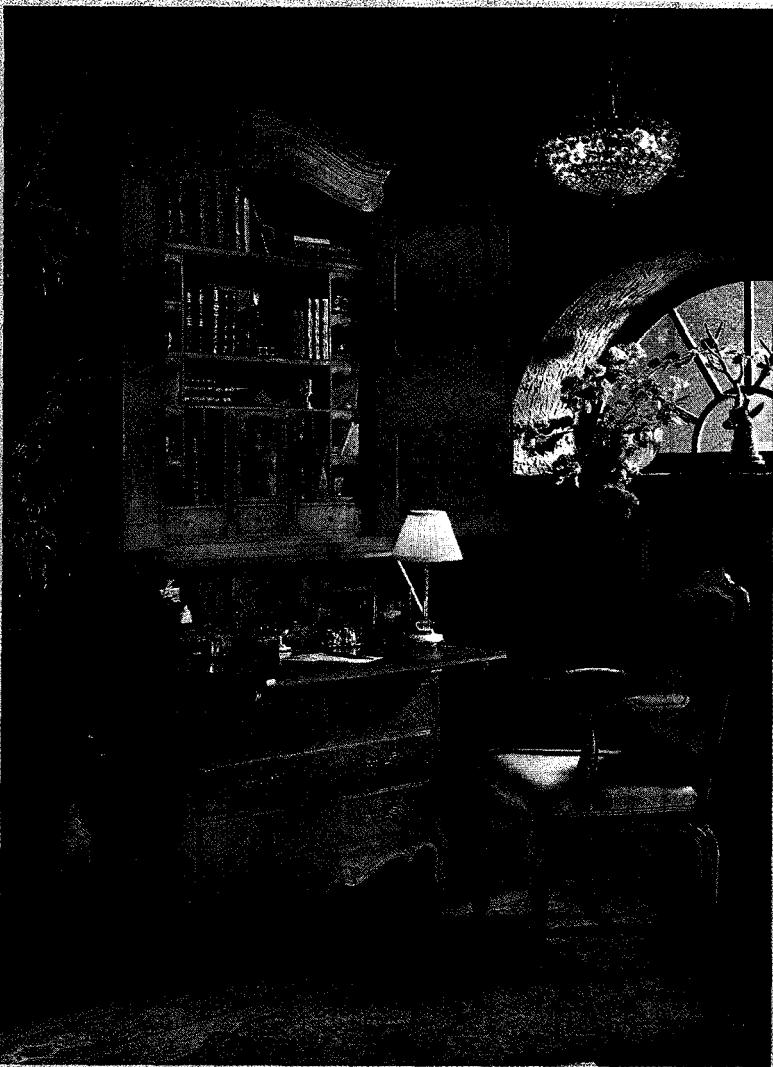
**PRO
FIT**
JACKETS & CAPS

Michael Robinson, Vice President, Special Markets Division
King Louie International, Inc.
13500 15th Street, Grandview, Mo. 64030 (816) 765-5212

Personalized Jacket Gift Certificate Programs

Here's a Gift Certificate Program that's so unique it's copyrighted. The PRO/FIT Jacket Gift Certificate Programs are complete self-instructing sales kits. Each set includes a self-contained sell folder describing how the program works, costs and stock greeting panels to choose your personalized greeting with your customer's name. You may also choose custom greetings at a small extra charge. We will even address and mail the certificates for your customer. Also included is a beautiful 4-color brochure completely describing the jacket features, monogram styles and monogram thread colors available. A tear-off, postage paid certificate order form is also included, numbered and recorded for future verification. A classically designed carrier for the brochure and certificate comes especially die-cut for the personalized greeting panel and has its own envelope.

Choose the Pro/Satin or the Players Poplin Jacket program. Choose both. More programs are planned for the future. These programs have been designed to alleviate the concerns of your customer as to (a) how many jackets to order, (b) shipping, (c) handling and (d) sizing. The end recipient need only pick the color of the jacket, monogram style and color. What more can you ask. It's REALLY PERSONALIZED.



Now NESRA members can save up to 50% on fine furniture & carpets.

NESRA members can now join the "Catalog Revolution". We have no "showy" showrooms. Just catalogs from America's best known, high fashion furniture, rug and carpet manufacturers — most of whom are located near our sparkling new distribution center, adjoining High Point, North Carolina, the furniture capital of the world.

Now NESRA members can buy direct. No more waiting for special sales or buying close-outs and out-dated merchandise. At Cherry Hill they can buy the latest styles of brand new interior furnishings, all first quality at everyday low prices with savings up to 50% off retail. NESRA members will be able to select from more than 500 of the finest brands. Names like:

HENREDON, CENTURY, FICKS REED, KITTINGER, KARASTAN carpets — STEELCASE and BAKER CONTRACT for offices — to mention a few.

There are no membership dues or hidden costs. We provide nationwide inside home or office delivery. There is no sales tax on shipments outside of North Carolina.

Cherry Hill is a second generation family-owned business established in 1933 — providing more than 50 years of expert service. Member: Chamber of Commerce of the United States; Better Business Bureau of Central North Carolina; NESRA.

Employee service managers can order a no charge Cherry Hill Portfolio of

Interiors package with full information on how to participate in this program by calling our toll-free number. Or write to us at the address below. Employees can ask their employee service manager for details or call our toll-free number.

Cherry Hill
FURNITURE
CARPET & INTERIORS

1-800-328-0933
in most states

P.O. Box 7405
Furnitureland Station
High Point, North Carolina
27264

Associate member **NESRA**

